United Nations A/69/745

General Assembly

Distr.: General
29 January 2015

Original: English

Sixty-ninth session
Agenda item 109
Report of the Secretary-General on the Peacebuilding Fund

The Peacebuilding Fund

Report of the Secretary-General

Summary

The present report, which covers the period from January to December 2014, is submitted pursuant to General Assembly resolution 63/282, in which the Assembly requested the Secretary-General to submit an annual report on the Peacebuilding Fund.

In 2014, the Peacebuilding Fund achieved its target through the allocation of $99.4 million to 16 countries, continuing an increasing trend from previous years. A new business plan for 2014-2016, which introduces innovations in funding mechanisms, was endorsed by the Peacebuilding Fund Advisory Group. Programmes focused on reducing the risk of relapse into violence were restarted in the Central African Republic, and new cross-border programming was piloted in the Sahel region, with expanded use of the Immediate Response Facility. The second Gender Promotion Initiative was launched. Mali was declared eligible for the Fund, and an exploratory mission was undertaken in Madagascar in support of subregional peacebuilding efforts. Overall, the Fund was active in more than 20 countries. Total contributions in the amount of $78.2 million were made by 21 Member States.

Looking ahead, with the Peacebuilding Fund having proved itself as a valuable tool, the review of the peacebuilding architecture in 2015 and the High-level Independent Panel on Peace Operations present an opportunity to examine how the Fund can expand its support to United Nations peace operations.

15-01112 (E) 060215

Please recycle

I. Introduction

1. The present annual report, which covers the period from 1 January to 31 December 2014, is submitted pursuant to General Assembly resolution 63/282. The present report will be complemented by a financial report to be issued by the Multi-Partner Trust Fund Office no later than 1 May 2015. Additional information is available from www.unpbf.org, and complete information on individual projects is available on the Multi-Partner Trust Fund Office Gateway (http://mptf.undp.org).

II. Global performance and lessons learned

2. The year 2014 was an important year for reflection and forward planning for the Peacebuilding Fund. The first-ever global, independent review was completed early in the year and led to the development of the Fund's second business plan, covering the period 2014-2016. The Fund continued its drive for results, approving more than $100 million in proposals, with total allocations for 2014 at $99.4 million to 16 countries (see table 1). Mali was declared eligible early in the year, the Philippines received support through the Immediate Response Facility, and discussions were initiated with Madagascar. The Fund received $78.2 million in contributions from donors, its second-strongest year since initial pledges in 2006-2008. The top contributors over the past three years (2012-2014) were the United Kingdom of Great Britain and Northern Ireland, Sweden, the Netherlands, Norway, Germany, Finland, Japan, Denmark, Australia and the Russian Federation.[1]

3. The Fund's business plan 2014-2016[2] was launched in June at the annual Peacebuilding Fund stakeholder meeting, which was organized back-to-back with the first annual session of the Peacebuilding Commission. The plan builds on the conclusion of the global review[3] that the Fund has matured into a unique global financing instrument, enabling the United Nations to support critical elements of peacebuilding processes in many countries. Key recommendations included: increasing the use of the Immediate Response Facility for rapid, high-impact and risk-tolerant response; providing greater support to gender and women's empowerment; paying more attention to the regional dynamics of conflict; expanding the Fund's efforts to support programme design; better defining the Fund's work around peace dividends; seeking ways to maintain national ownership while reducing transaction costs associated with the Peacebuilding and Recovery Facility; and continuing to strengthen monitoring, lesson learning and evaluation. Those findings were incorporated into the new business plan, which was developed in consultation with and with the endorsement of the Advisory Group, Member States, including lead donors, and the United Nations system.

4. Implementation of the new business plan began immediately. The ceiling for active Immediate Response Facility projects was raised to $15 million per country, which allowed the Fund to expand its active portfolio in the Central African Republic to nearly $15 million to support the transitional authorities in redeploying police to the streets of Bangui and resuming salary payments to core government staff. The measures boosted public confidence in the transition and provided critical

[1] See http://mptf.undp.org/factsheet/fund/PB000 for full information concerning donors.

[2] Available from www.unpbf.org/key-documents/?did=324.

[3] Available from www.unpbf.org/document-archives/?did=322.

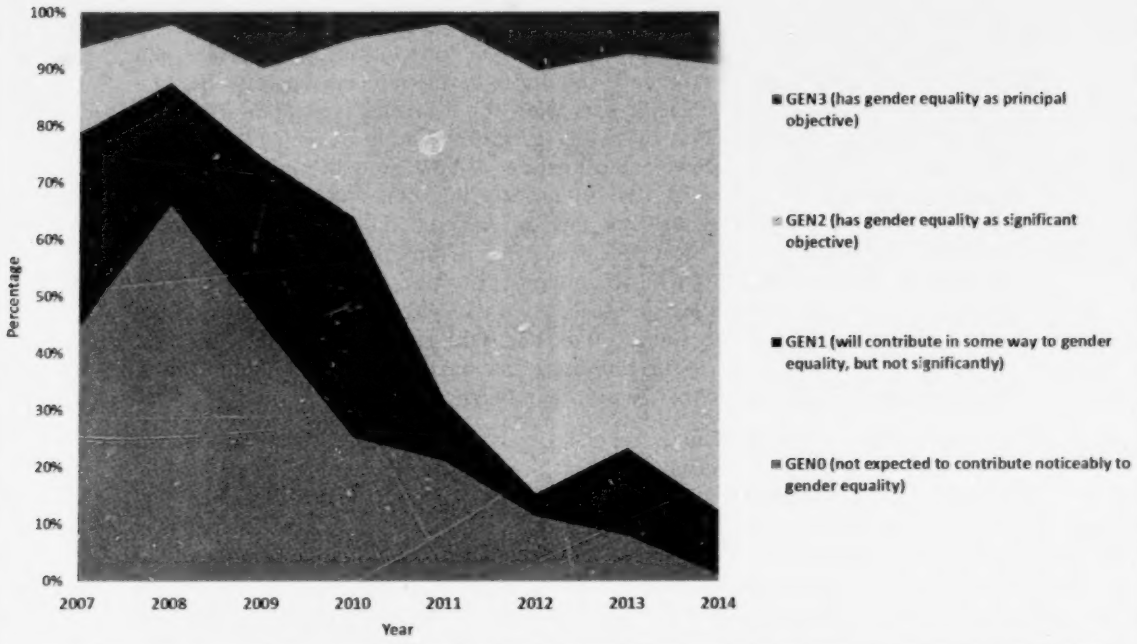
support to the transitional authorities during their first months in office. In such contexts, with transitional Governments and volatile settings that lack full peace agreements, the Immediate Response Facility affords the necessary speed and adaptability.

5. In order to ensure more effective national ownership and strategic guidance to projects, the Fund has worked with United Nations missions to develop new and lighter steering mechanisms in both the Immediate Response Facility and the Peacebuilding and Recovery Facility. In Mali, for example, Immediate Response Facility projects are supervised by a four-person executive committee involving Government, civil society, a development partner and the United Nations. The Fund is also working to rationalize the Joint Steering Committees which guide Peacebuilding and Recovery Facility funding, making them smaller and more business-oriented. The Joint Steering Committee in Guinea-Bissau is developing a three-year plan to support the peacebuilding priorities of the recently elected Government and help the country to escape from the cycle of military coups. In the Democratic Republic of the Congo, the Fund will experiment further with its programmatic approach by utilizing the International Security and Stabilization Support Strategy in lieu of a separate peacebuilding priority plan.

6. The Fund also launched its second Gender Promotion Initiative to deepen support for women's empowerment and gender equality, a key element of the new business plan, building on the results of an independent review of gender and peacebuilding conducted early in 2014. A total of 17 countries participated in a two-step competitive process announced in September. The Initiative resulted in the selection of nine projects in six countries (Guinea, Kyrgyzstan, Mali, Nepal, Papua New Guinea, Somalia), for a total of $7.6 million. The Initiative enables the Fund to launch new activities focusing on women's participation in politics, security sector reform, local governance and land reform, as well as projects for the prevention of and response to gender-based violence. For example, a project in Papua New Guinea aims to transform social norms around gender-based violence through community-wide trauma healing and access to support services.

7. With support from the Initiative, 9.3 per cent of Fund allocations in 2014 went to projects promoting women's empowerment and gender equality as their principal objective. While that figure remains below the Secretary-General's target of 15 per cent, it masks the Fund's significant progress in mainstreaming gender, as 81.0 per cent of funds in 2014 were allocated to projects that significantly promote gender equality (see fig. I).

Figure I
Gender marker for annual Peacebuilding Fund allocations, 2007-2014



8. The new business plan outlines other areas of priority action, such as piloting cross-border programmes in several settings, including Kyrgyzstan-Tajikistan, Somalia-Kenya, Mali-Niger, and Côte d'Ivoire-Liberia. Cross-border programmes will help to address regional conflict dynamics, including migration, refugee and security issues, while remaining firmly anchored in the political commitments of national Governments. Experience in 2014 revealed that the involvement of multiple partners across borders complicates — and slows — project design. The Peacebuilding Support Office also continues to increase its efforts to support the United Nations system at the country level in programme design. Technical support missions were undertaken, either directly by the Office or in collaboration with partners, in Burundi, the Democratic Republic of the Congo, Guinea-Bissau, Kyrgyzstan, Mali, the Niger, Papua New Guinea and Somalia. A joint United Nations-World Bank mission to the Central African Republic highlighted ways in which the restoration of State authority could be better supported through coordinated programming in support of the mission's peacebuilding priorities. The Office also led a joint mission with the Department of Political Affairs of the Secretariat and the United Nations Development Programme (UNDP) to Madagascar, confirming interest in developing a new programme there that is likely to focus on national reconciliation, expanded security and governance in the south, and security sector reform. Finally, the Office aims to expand its collaboration with the Joint Programme on Building National Capacities for Conflict Prevention of the

Department of Political Affairs and UNDP, in particular by co-financing peace and development advisers.

9. Many areas of the Fund's work have been affected by the Ebola outbreak in three of the Fund's priority countries. Beyond the devastating human toll, the crisis also set back peacebuilding programmes. At its meeting held in October 2014, the Peacebuilding Fund Advisory Group discussed Ebola. It agreed that the Fund should not be used as a principal source of financing for Ebola response, for which larger efforts had been organized. The Fund has allowed existing financing to be reprogrammed, however, to assist partners in Guinea and Sierra Leone in urgently adjusting their own actions to support Ebola response.

10. The post-Ebola recovery period, in fact, may prove more important for the Fund. The Peacebuilding Commission has called upon the United Nations to examine Ebola's impact on peacebuilding gains early in 2015. The Fund plans to review its programmes in the light of that assessment.

11. In 2015, the Fund looks forward to the further implementation of the business plan. Without prejudicing additional unforeseen opportunities, new grants through the Peacebuilding and Recovery Facility are expected in the Democratic Republic of the Congo, Guinea-Bissau, Madagascar and the Niger, while Immediate Response Facility packages are anticipated in the Central African Republic, Myanmar and Somalia.

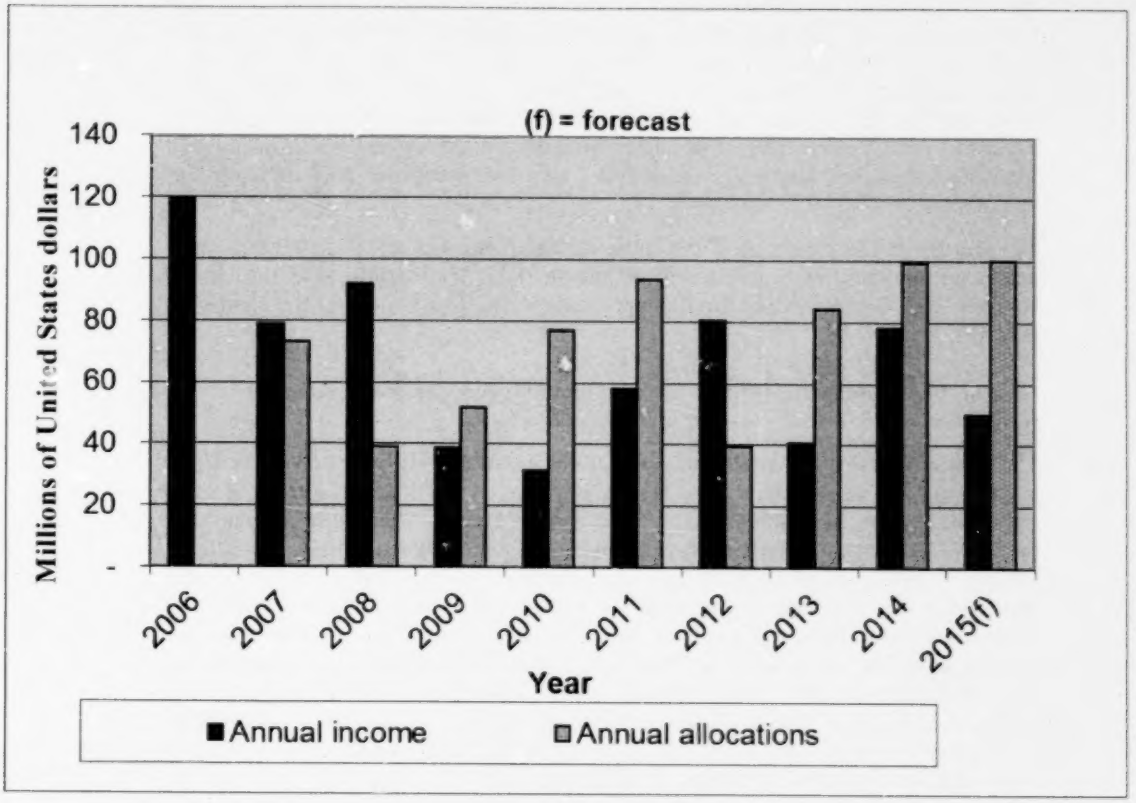
Table 1
Peacebuilding Fund allocations for countries active in 2014
(Millions of United States dollars)

			2014 allocations		
	Date of approval of priority plan	*Cumulative to date*	*Immediate Response Facility*	*Peacebuilding and Recovery Facility*	*Total*
Peacebuilding Commission countries					
Burundi	February 2008, May 2011, February 2014	61.74	0.89	11.65	12.54
Central African Republic	June 2008, February 2010	47.75	13.45	–	13.45
Guinea	April 2009, December 2011, 2013 (multiple)	57.29	1.30	–	1.30
Guinea-Bissau	June 2008, January 2011	28.52	2.37	–	2.37
Liberia	February 2008, May 2011, October 2013	51.87	–	–	–
Sierra Leone	October 2008, December 2010	52.16	2.04	–	2.04
Subtotal, Peacebuilding Commission countries		**299.33**	**20.05**	**11.65**	**31.70**
Countries not on the agenda of the Peacebuilding Commission					
Bosnia and Herzegovina		2.00	2.00	–	2.00
Chad		4.79	–	–	–
Colombia		2.00	2.00	–	2.00
Comoros	December 2008, May 2013	11.90	–	–	–

	Date of approval of priority plan	Cumulative to date	2014 allocations: Immediate Response Facility	2014 allocations: Peacebuilding and Recovery Facility	2014 allocations: Total
Côte d'Ivoire	July 2008, December 2014	32.73	1.50	12.65	14.15
Democratic Republic of the Congo	July 2009	28.00	8.00	–	8.00
Guatemala	November 2010	11.00	1.00	–	1.00
Kyrgyzstan	September 2013	25.10	–	–	–
Lebanon		3.00	–	–	–
Libya		2.28	–	–	–
Madagascar		–	–	–	–
Mali		10.93	10.93	–	10.93
Myanmar		3.63	–	–	–
Nepal	July 2008, May 2012	20.48	1.58	–	1.58
Niger		3.00	–	–	–
Papua New Guinea	October 2014	7.65	0.19	7.30	7.49
Philippines		3.00	3.00	–	3.00
Somalia		4.00	–	–	–
South Sudan	February 2013	16.52	–	–	–
Sudan		19.07	–	–	–
Uganda	August 2010	15.46	0.44	–	0.44
Yemen	March 2014	20.70	2.01	13.10	15.11
Design, monitoring and evaluation		2.29	2.00	–	2.00
Subtotal, countries not on the agenda of the Peacebuilding Commission		**249.53**	**34.65**	**33.05**	**67.70**
Total		**548.89**	**54.69**	**44.70**	**99.25**

Source: Multi-Partner Trust Fund Office, January 2015.
Note: Total figures are derived from non-rounded country allocations.

Figure II
Peacebuilding Fund income and country allocations, 2006-2015



III. Country-specific engagements of the Fund

A. Countries on the agenda of the Peacebuilding Commission

Burundi: third tranche of support in the lead-up to the elections

12. Burundi will hold elections in 2015 amid political tensions and mistrust between political parties and actors, a shrinking political space, including violations of the right to freedom of peaceful assembly and expression, and politically motivated intimidation and violence. At the same time, the consensual adoption of an electoral code of conduct for political parties and actors and the promulgation of a new electoral law were positive developments in 2014.

13. The United Nations Office in Burundi (BNUB) ended its mandate on 31 December 2014, transferring responsibilities to the Government, the United Nations country team and development partners. On 1 January 2015, the United Nations Electoral Observer Mission in Burundi was established to follow and report on the 2015 electoral process in the country. In consultation with the Peacebuilding Commission, in February 2014 the Peacebuilding Support Office approved a third

allocation of $11.65 million to sustain United Nations political accompaniment in the pre-electoral period. The third tranche focuses on political dialogue and social cohesion; youth participation in political and socioeconomic life; human rights; and resolution of land disputes. Project design and approval have been slower than expected, however, owing in part to the United Nations mission transition. The third tranche builds on the findings of an independent evaluation of the Fund's support from 2007 to 2013. Finalized in March 2014, the evaluation determined that the Fund had been a powerful tool through which the United Nations had implemented innovative peacebuilding programming at a time when no equivalent funding was available.

14. Lastly, in December, the Fund approved an urgent allocation of $0.9 million to ensure the uninterrupted monitoring of human rights by the Office of the United Nations High Commissioner for Human Rights (OHCHR), following the closing of BNUB.

Central African Republic: responding to relapse through support to dialogue, reconciliation and institutional strengthening

15. The political and security situation in the Central African Republic remained precarious in 2014, with continued clashes between elements of the anti-Balaka and ex-Séléka groups in Bangui and elsewhere, as well as attacks targeting civilians and the United Nations. The continued vulnerability of the civilian population highlights the urgency of strengthening institutions, especially in the areas of justice and security, as well as extending State authority. Efforts to promote reconciliation and dialogue in the country included the launch of the urgent action plan for national reconciliation in June and of the Brazzaville cessation of hostilities agreement in July. In Brazzaville, the parties agreed to the organization of the Bangui forum aimed at forging a national-level consensus on such issues as disarmament, demobilization and reintegration, security sector reform, the rule of law, reconciliation, and political and economic governance.

16. In response, the Fund supported three strategic interventions in the country in 2014. In May, as part of efforts to safeguard core government services, $4.5 million was transferred from the Fund to the Bank of the Central African Republic through a country-level fund to pay the salaries of 3,417 police and gendarmerie from May to August, in parallel to the World Bank payment of salaries of the remainder of the civil service for the same period. The Fund has piloted a new modality with the project, using government systems directly by passing funds through the treasury. The approach was negotiated carefully with the World Bank, UNDP and other partners, utilizing shared monitoring systems and following a verification exercise undertaken jointly by UNDP and the World Bank, which produced a payroll of approximately 20,000 vetted civil servants.

17. In June, the Peacebuilding Support Office approved $2.5 million to support the voluntary relocation of ex-Séléka combatants from camps in Bangui to their communities of origin or choice and to provide support to receiving communities. The high-risk project was a result of a direct request by my Special Representative, conscious of the need to address the threat posed by the presence of regrouped and armed ex-Séléka in Bangui. In 2014, more than 876 ex-combatants and family members were voluntarily relocated.

18. In December, the Fund allocated $2.7 million for reconciliation and political dialogue efforts in the country. The project, co-financed by UNDP, will support the organization of the Bangui forum early in 2015, strengthen the capacity of the Ministry of Reconciliation and support the coordination and capacity-building of mediators.

19. In 2015, the Fund aims to provide additional support through the Immediate Response Facility, focused especially on the restoration of State authority in collaboration with the Civil Affairs Division of the peacekeeping mission and the World Bank.

Guinea: reorienting support to ensure a conflict-sensitive response to Ebola

20. The peacebuilding gains in Guinea were threatened by the Ebola outbreak in West Africa in 2014. The crisis prompted renewed tensions along ethnic, social and political lines in the capital and in the conflict-prone areas, including Guinée forestière. Observers feared that, if left unaddressed, tensions might undermine stability, especially during the upcoming election cycle.

21. In response, the Peacebuilding Fund authorized the reprogramming of some projects to promote conflict sensitivity in the Ebola response. Funds allowed the United Nations Children's Fund (UNICEF) to establish community early warning, awareness-raising and conflict prevention systems in Ebola-affected areas.

22. Despite the difficult context, early in 2014 the Fund-supported security sector reform process led to the approval of a new national policy on security and associated sectoral policies, including community policing and the integration of gender in the defence and security sectors. The Fund's programming also contributed to reduced elections-related violence through the creation of 4,000 new jobs and civic education programmes targeting youth and women. A joint programme with the World Bank on public work, targeting 34,000 young men and women, was also launched in 2014. With regard to national reconciliation, activities in support of the Commission of Reflection have continued through the opening of seven regional outlets across the country.

Guinea-Bissau: supporting the restoration of constitutional order

23. Guinea-Bissau has been working to restore constitutional order since a military coup in 2012. Free and fair presidential and legislative elections were held in April and May 2014, respectively, resulting in a legitimate and inclusive Government. The new leadership has quickly taken positive steps, including the peaceful removal of the Chief of Staff of the armed forces and the drafting of emergency, contingency and development plans, which were unanimously adopted by the National Assembly for the first time in the country's history.

24. Since September 2013, the Peacebuilding Fund has allocated $4.8 million to support a conducive environment for elections and to fill crucial gaps. Specifically, projects support the Electoral Commission, peace dividends through employment for youth and women, joint support, with the Department of Political Affairs, for the High-level Commission for Planning, electoral security, support for the media during and after the elections, support for women's participation in the elections and support to the Transnational Crime Unit in Bissau as part of the West Africa Coast Initiative through the United Nations Office on Drugs and Crime.

25. Looking ahead, the Fund will assist the Office of the Prime Minister in reviewing commitments made by the former transitional Government, including agreements on the extraction of natural resources. In close collaboration with UNDP, the United Nations Integrated Peacebuilding Office in Guinea-Bissau and international financial institutions, the Fund will assist with planning for the launch of key reforms prior to a donor round table scheduled for March 2015. The Fund aims to also have the core elements of a new priority plan, which will be based on an updated conflict analysis, developed in time for the round table.

Liberia: emerging challenges in the face of the Ebola outbreak

26. Implementation of the national reconciliation road map of Liberia received a kick-start with the approval of the Liberia peacebuilding priority plan for 2013-2016 in the first half of 2014. The Ebola outbreak in the second half of the year, however, understandably slowed action. Nevertheless, a number of initiatives around peace consolidation still marked progress. Services in regional justice and security hubs in Gbarnga, Harper and Zwedru were rolled out, even amid the crisis. The recruitment, training and deployment of additional public defenders, county attorneys and human rights officers to Harper and Zwedru, for example, have contributed to a reduced number of pretrial detainees, assisting governmental efforts to reduce prison overcrowding during the Ebola outbreak. By December 2014, 31 per cent of the total prison population in the Harper corrections facility were pretrial detainees, compared with significantly higher numbers in other parts of the country. In addition, through Fund support, the Constitutional Review Committee completed 73 local consultations on the Constitution, reaching 10,950 Liberians, of whom 35 per cent were women. Fund support, moreover, extended alternative land dispute resolution mechanisms through assistance to the Land Commission and five land coordination centres with assistance from the United Nations Human Settlements Programme (UN-Habitat). According to monitoring reports, 95 per cent of government officials and 70 per cent of the general population in the 10 districts covered by the centres are aware of their land rights and prefer to use the centres for resolving disputes.

27. In 2015, the Fund will review, in collaboration with the Peacebuilding Commission and the other Ebola-affected countries, how it can support institutional recovery.

Sierra Leone: post-special political mission peacebuilding consolidation support

28. With the end of the mandate of the United Nations Integrated Peacebuilding Office in Sierra Leone in mid-2014, the Peacebuilding Support Office approved two projects meant to aid the transition. The first (UNDP, $1.5 million) supports national stakeholders in establishing an early warning and response system and fostering a culture of dialogue, particularly among at-risk youth. Through a second allocation of $0.5 million, OHCHR will consolidate key human rights activities in partnership with the Human Rights Commission of Sierra Leone. The project will strengthen the Commission's monitoring capacity to address lack of compliance of business practices with international human rights standards and to protect and promote awareness of the rights of women, girls and persons with disabilities.

29. During the second half of the year, however, the Government and its partners shifted attention to addressing the Ebola crisis. The Fund responded flexibly to

requests to reprogramme some of its funding, particularly in the security sector, to allow for rapid training on quarantine protocols and other issues related to the Ebola response. Moving forward, the Fund will revisit plans for an additional grant through the Peacebuilding and Recovery Facility, especially in the light of potential post-Ebola institutional needs.

B. Other recipient countries

Bosnia and Herzegovina: reinvigorating dialogue

30. The Peacebuilding Fund formally approved its first-ever project in Bosnia and Herzegovina in the second quarter of 2014. Designed as a high-level platform for political dialogue supported by grass-roots mobilization through a small grants facility, the project is meant to revive cross-ethnic tolerance and cooperation. While unprecedented levels of flooding around midyear delayed programming, the disaster yielded unexpected peacebuilding opportunities, such as the Fund-supported cross-communal initiative "Stories after the rain". Caution over the general elections, held in October 2014, further delayed implementation in order not to further politicize discourse around tolerance. The first dialogue platform conference will now be held in January 2015, coinciding with the first awards from the small grants facility.

Colombia: promoting peaceful coexistence and reconciliation

31. In January 2014, the Peacebuilding Fund approved the project "Communication for peace" to support the "Respira paz" ("breathe peace") campaign. Timed amid peace negotiations aimed at ending the country's 50-year armed conflict, the campaign has contributed to an increased positive perception of peace and reconciliation. Of 5,800 men and women surveyed from 80 municipalities, 59 per cent expressed positive attitudes towards building a sustainable culture of peace and reconciliation, a 17 per cent increase over the percentage of positive attitudes prior to project implementation. The project's positive messages have been complemented by an add-on campaign spearheaded by the country's business community.

Comoros: building infrastructure for conflict management and peacebuilding

32. The fragile peace in the Comoros continues to be challenged by economic stress and political uncertainty. Upcoming elections in 2015 and 2016 are expected to add further strain. To date, United Nations peacebuilding efforts have sought to build human and institutional capacities to manage tensions. Security sector reforms received a boost from UNDP and the Department of Peacekeeping Operations of the Secretariat, which resulted in the drafting of the security and defence strategic document for the Comoros and the reintegration of 150 demobilized soldiers. Capitalizing on this work, the rehabilitation of the military barracks in Ongoni (Anjouan), the construction of police stations in sensitive sites in Chindini (Grande Comore) and Howani (Moheli) and training on human rights and the rule of law for the security forces are now on track despite initial delays. In addition, the United Nations Population Fund (UNFPA) provided training for 350 young leaders and 300 women leaders in mediation and conflict management and the establishment of offices of women mediators of peace in Anjouan and Moheli. UNDP launched a

countrywide consultative process on the drafting of the strategic plan and the action plan for conflict prevention.

Democratic Republic of the Congo: catalysing the revised International Security and Stabilization Support Strategy in the east

33. Although the Democratic Republic of the Congo saw some progress following the defeat of the 23 March Movement in late 2013, with some eastern areas of the country freed from armed groups, the political and security situation remained tense throughout 2014. The period leading up to the presidential elections, scheduled for 2016, is likely to be characterized by additional political and security challenges.

34. On the basis of an updated conflict analysis, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and its partners revised the International Security and Stabilization Support Strategy to better support the Government's programme for the reconstruction of areas of armed conflict in the east. The revised Strategy emphasizes political dialogue and provides for a multisectoral, area-based approach in priority areas in the eastern part of the country, addressing key weaknesses of previous approaches.

35. In October 2014, the Peacebuilding Support Office approved two projects in South Kivu and Province Orientale, for a total of $8 million, to kick-start the implementation of the revised Strategy. This support aims to bring early results to those two provinces while the Government and its partners finalize provincial plans and secure funding for longer-term stabilization.

36. Meanwhile, the construction of three prisons in North and South Kivu, meant to help restore State authority, was finalized with underspent funds from an earlier Peacebuilding Fund allocation from 2009. Underspent funds were also used to support ongoing needs assessment work in the east, which will inform the development of provincial stabilization strategies.

Côte d'Ivoire: capitalizing on initial gains to prepare for elections

37. Despite overall economic recovery and the restoration of State authority, the political situation in Côte d'Ivoire remains tense with the approach of the elections of October 2015. Continued efforts are needed to consolidate current gains and support a conducive environment for peaceful elections.

38. An external evaluation, conducted as the first phase of a three-year priority plan ended in July 2014, pointed to overall positive peacebuilding results and included recommendations for the second phase. The evaluation highlighted that the Fund filled critical gaps and catalysed additional funds from key donors. State authority was restored in the west and in Abidjan, which allowed for improved security of the population and the provision of identity documentation to 401,958 adults and children. The first phase strongly contributed to durable solutions for the repatriated population and access to basic services and provided improved mediation of land conflicts, which translated into increased trust between the population and State services. Regarding reconciliation, the Fund's support was crucial to bringing the work of the Dialogue, Truth and Reconciliation Commission closer to the population, while income-generation activities reduced the spread of conflict. Moreover, the priority plan contributed to enhanced United Nations coherence.

39. To consolidate gains in the run-up to the elections and beyond, the Peacebuilding Fund approved $12 million for the second phase of work, focusing on two main priority areas: strengthening confidence, peaceful coexistence and security during the electoral period, including fostering women's participation in the electoral process; and strengthening the prevention and peaceful resolution of conflicts through capacity-building of State institutions.

Guatemala: fighting impunity and supporting transitional justice

40. In 2014, the Attorney General and the judicial authorities on the Supreme Court and the appellate courts in Guatemala were selected; civil society organizations and the International Commission against Impunity in Guatemala pointed to irregularities in the process. In that context, the Peacebuilding Fund continued supporting the rule of law. To address citizens' confidence in institutions, the Fund has been supporting the creation of a technological information platform and a Criminal Statistics and Strategic Analysis Unit within the Ministry of the Interior. The platform enables instantaneous police background checks on individuals and vehicles by means of laptops and cellular phones in order to obtain information more swiftly for investigations. The Unit complements this work with official indicators on security, crime, violence and coexistence to inform public security policies. It has a civil society component, a novel characteristic for the region, to increase citizen participation in prevention and policymaking. Fund-supported activities also helped the Ministry of the Interior to include prevention of violence against women and young people among the substantive components of the national violence prevention policy. Indictment rates for crimes against life and women in urban areas have increased from 5 per cent and 8 per cent, respectively, in 2010 to 30 per cent and 14 per cent, respectively, in 2014.

Kyrgyzstan: consolidating peace and supporting improved inter-ethnic relations

41. Parliamentary elections, scheduled for the last quarter of 2015, currently dominate the political landscape of Kyrgyzstan. The conduct of free and fair elections will be an important milestone in the country's transition to a parliamentary democracy, following revolution and inter-ethnic violence in 2010. The President of Kyrgyzstan, Almazbek Atambaev, in his address commemorating Kyrgyz Independence Day in August 2014, stressed the importance of good ethnic relations during the campaign.

42. Projects supported by the Fund's $15 million grant in 2013 aim to support improved inter-ethnic relations. A project of the Office of the United Nations High Commissioner for Refugees (UNHCR) responds to grievances and specific incidents of conflict by facilitating discussion between the authorities and aggrieved parties. UNFPA is supporting religious leaders in the use of a community action toolkit to respond to local conflicts. Though started only in 2014, it is already increasing dialogue and building trust within communities. Other projects focus on promoting the rule of law, human rights, the role of local self-governments in peacebuilding, civic identity, respect for diversity and multilingual education.

43. Tensions and violence along the border between Kyrgyzstan and Tajikistan have led to growing concerns. In line with the new business plan's interest in addressing regional conflict dynamics, the United Nations country teams in both

countries held a joint workshop in December and will submit a cross-border pilot initiative for funding early in 2015.

Mali: provision of peace dividends in the north

44. Implementation of the Ouagadougou Preliminary Agreement, including cantonment activities supported through the Peacebuilding Fund and the restoration of State authority, suffered setbacks following a flare-up of violence in Kidal in May 2014. It is hoped that a new round of peace talks launched in July 2014 will lead to a comprehensive peace agreement in 2015.

45. Following the declaration of eligibility by the Secretary-General in April, the Fund approved a $7 million package of Immediate Response Facility projects for the north. Pending the acceptance of a comprehensive peace agreement, the Fund's focus has shifted to the delivery of peace dividends to prevent further deterioration of the situation and encourage an enabling environment for the implementation of an eventual peace accord. On 1 December, three new Immediate Response Facility projects were approved for the Gao and Timbuktu regions (UNDP, UNHCR, UNICEF, United Nations Industrial Development Organization, International Organization for Migration). The projects aim to provide peace dividends to conflict-affected communities, including durable solutions for returnees, while strengthening intercommunal and intracommunal dialogue and fostering confidence-building between the communities and local authorities. A $1 million project on conflict-related, gender-based violence was also approved as part of the Gender Promotion Initiative.

Myanmar: addressing communal conflict

46. Efforts towards a nationwide ceasefire and political dialogue between the Government and the ethnic armed groups gained momentum in 2014, although challenges remain. The formation of a forum bringing together ethnic armed groups to negotiate with the Government represents an important development. However, recent tensions and armed conflict demonstrate the persistence of significant disagreements.

47. In support of national efforts to address communal tensions in Rakhine and elsewhere, the Fund approved a new project in 2014, proposed by both my Special Adviser and the United Nations Resident Coordinator, to support the newly established Centre for Diversity and National Harmony. The Centre will increase social research and strengthen early warning mechanisms. The ongoing inter-agency peace dividends project in the south-east undertook a joint awareness-raising mission, accompanied by the Myanmar Peace Center, and gained commitment from State-level and local authorities to facilitating project implementation in difficult-to-reach areas. Looking ahead, the Fund will explore conflict-sensitive development in Rakhine State to promote social cohesion between communities and to finance the second phase of the work of UNICEF, the International Labour Organization (ILO) and UNHCR concerning child soldiers.

Nepal: continued support to sustain political transition

48. Transition in Nepal proceeded slowly throughout 2014. In November 2013, the second Constituent Assembly had been elected; it resumed the constitution-drafting process during the reporting period but missed its deadline of January 2015.

Meanwhile, local tensions over resources, identity and transitional justice persisted or emerged outside Kathmandu, all issues at the heart of the Fund's investments. Specifically, Fund engagement in 2014 focused on politically contentious issues, such as transitional justice, recognition and recovery of conflict-affected populations, and land reform. A $1.2 million project with the International Organization for Migration, UN-Habitat and UNDP initiated political party dialogue and consensus building around key land reform issues that are also relevant to the constitution-drafting process. UNDP and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) joined efforts through a $2.4 million allocation that contributed to rape and sexual violence being recognized as a "serious violation of human rights" in the Commission on Investigation of Disappeared Persons, Truth and Reconciliation Act 2014, although other concerns with the Act remain.

Niger: programming a priority plan for peacebuilding

49. In 2014, the Niger suffered the spillover effects of the deteriorating situation in the north of Mali, as well as from the rise of terrorism in Nigeria. Those events have strained the country's already limited resources.

50. The Peacebuilding Fund is currently supporting activities in the border region with Mali in close collaboration with the Haute Autorité à la Consolidation de la Paix through the project "Youth, peace and development". More than 1,500 young people have benefited from income-generation opportunities, including 305 women. Together with 726 traditional and religious leaders, project stakeholders received training in the peaceful resolution of conflicts.

51. Following the declaration of eligibility by the Secretary-General in December 2013, the Peacebuilding Fund has provided support to the development of a priority plan for peacebuilding, including a conflict analysis and the establishment of a National Steering Committee, to be finalized in 2015.

Papua New Guinea: supporting the implementation of the Bougainville Peace Agreement

52. The year 2014 saw several important developments in the Autonomous Region of Bougainville in Papua New Guinea, as the Region prepares for a referendum on its political status within the next five years. In January, the Prime Minister of Papua New Guinea visited Bougainville to formally apologize for the civil war and perform a reconciliation ceremony, with a follow-up visit later in the year. General elections scheduled for the Autonomous Region in May 2015 will further provide an indication of its political dynamics.

53. A peace and development analysis of Bougainville, co-funded by Interpeace and the Peacebuilding Fund, was completed early in 2014. It outlines a number of priorities that have informed the Fund's programmatic investment, including the creation of an enabling environment for elections.

54. Following the analysis, the Peacebuilding Support Office approved a peacebuilding priority plan of $7.3 million in October. The plan focuses on strengthening the relationship between national and regional governments; empowering Bougainville's population to make informed choices on the referendum and to have increased confidence in the peace process; and strengthening social

cohesion and security in Bougainville through trauma healing and reconciliation. Project development in support of those outcomes, as well as a United Nations-led scoping mission in support of the Bougainville referendum, are planned for 2015.

Philippines: supporting the implementation of the Comprehensive Agreement on the Bangsamoro

55. The Peacebuilding Fund approved a $3 million project to be implemented by the Food and Agriculture Organization of the United Nations (FAO), ILO, UNDP, UNHCR, UNICEF and UN-Women. The impetus for the Fund's support was the signing of the Comprehensive Agreement on the Bangsamoro in March 2014. The draft basic law on the proposed Bangsamoro autonomous entity is expected to be approved by the parliament early in 2015 and by a referendum to be held in Bangsamoro later in the year.

56. Much needs to be done to ensure that the peace agreement holds and that the basic law is approved while avoiding spoiler activity within the broader Mindanao region. The Fund-supported project seeks to ensure broader and stronger acceptance of the peace agreement through a two-pronged approach: (a) participatory political engagement at the national and regional levels; and (b) provision of peace dividends to at-risk areas to increase community support for peace and reduce the risk of spoiler activity.

Somalia: Fund support for stabilization in newly recovered areas

57. In support of the Government's stabilization programme for newly recovered areas in South-Central Somalia, the Peacebuilding Fund approved $3.4 million in September to support UNDP and the Government directly. As in the Central African Republic, the Fund will use a country-level fund administered by the Multi-Partner Trust Fund Office to pass funds directly to the treasury. Such an implementation modality provides an opportunity to support the New Deal Compact for Somalia using governance systems for accountability and the delivery of resources agreed by the Government and development partners, including the World Bank.

58. The project is part of the federal Government's larger Somalia stabilization programme. The Fund will support reconciliation and capacity-building efforts among local stakeholders to establish interim local governance administrations and consolidate peace in 25 newly recovered districts.

South Sudan: relapse into violence

59. South Sudan relapsed into conflict and political crisis at the end of 2013, precipitating the mobilization of armed groups and militia along tribal divides. In response, the United Nations has shifted its focus from development assistance to the protection of civilians, human rights monitoring and investigations and humanitarian action. Support from the Peacebuilding Fund was focused largely on Jonglei State, where insecurity has made access difficult. In this environment and in the absence of a comprehensive peace agreement that could provide the basis for renewed peacebuilding, the Peacebuilding Fund's portfolio has been largely suspended. The Fund will consider closing its projects early in 2015, unless a new political settlement is found.

Yemen: supporting inclusive dialogue and constitutional drafting during transition

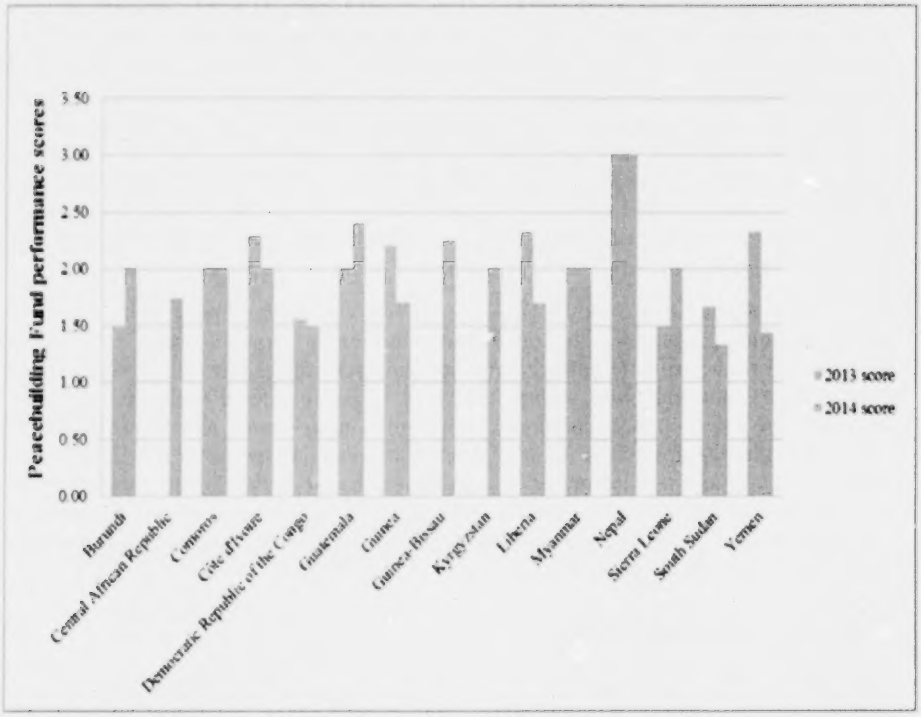
60. The year 2014 was dominated by a military confrontation between the Houthi movement and the Government of Yemen, which subsided with the United Nations-brokered Peace and National Partnership Agreement in September. Despite the tensions, Yemen saw positive developments in 2014, including the conclusion of the National Dialogue Conference in January 2014 and the launch of a constitution-drafting process. In response, the Fund approved a project to establish the Constitutional Drafting Committee secretariat and support for Committee meetings. The secretariat has worked closely with the Office of the Special Adviser to the Secretary-General on Yemen and the United Nations Office for Project Services to implement a communication campaign concerning the outcomes of the National Dialogue Conference.

61. The Peacebuilding Support Office approved a peacebuilding priority plan for $13.1 million in March to support social cohesion in targeted areas; strengthen institutional frameworks to address long-standing grievances and ensure respect for human rights; and empower women and men to participate in the transition. For example, FAO will support small enterprises of youth, women and vulnerable and at-risk population groups. A final project, approved at year's end, will aid the implementation and monitoring of the agreement between the Government and the Houthi movement. The Peacebuilding Support Office will monitor the country situation closely in 2015 to ensure that the environment continues to allow for the implementation of Fund-supported projects.

IV. Project performance in 2014

62. Performance assessment in 2014 was based on a review of 84 projects (all active projects with at least six months of implementation), an increase of nearly 20 per cent in the number of projects in the Fund's portfolio over 2013. In keeping with past years, scores were obtained through a consultative process, utilizing periodic reports of Fund users, Joint Steering Committee reports, evaluations and mission reports, as well as in-depth knowledge of Fund staff and United Nations partners. Projects deemed off track to deliver expected outputs received a score of 1, while those that were on track to deliver outputs were rated a 2, and those that were on track and generated additional evidence of contributing to peacebuilding outcomes — a much higher bar — received a 3.

Figure III
Peacebuilding Fund project performance, by country and year



Source: Scores based on Peacebuilding Support Office project assessments, periodic reports and independent country evaluations, December 2014.

Note: Countries without active projects in 2013: Central African Republic, Guinea-Bissau and Kyrgyzstan.

63. As in 2013, 79 per cent of projects in the Fund's portfolio are on track to deliver expected outputs. Considering the catastrophic impact of the Ebola crisis on three of the Fund's main investment countries, namely Guinea, Liberia and Sierra Leone, this is a remarkable achievement. The Fund's "on track" success has been driven in part by increased monitoring and support efforts by Peacebuilding Support Office staff to projects that were previously "off track" and closer accompaniment during project design and start-up.

64. By contrast, evidence of peacebuilding outcomes was scarcer than in past years. Reasons for these results vary. First, since peacebuilding outcomes typically do not become evident until later in a project's cycle, a large number of younger projects in the portfolio — while on track with respect to outputs — have not yet evidenced peacebuilding outcomes. For example, in outcome area 2.3 (conflict prevention/management), three out of four projects were in their first year; three out of four were also either in countries hit by Ebola or suffering from a relapse into violence. The Fund also witnessed the negative impact of crises on project outcomes, whether the Ebola emergency in Liberia or a relapse into violence in such places as South Sudan or Yemen. As a result, projects that were on track in 2013 and were expected to yield evidence of outcomes slipped in 2014.

65. In addition to the above-mentioned reasons for weaker performance in 2014, a year-on-year comparison across the Fund's thematic areas illustrates that projects meant to deliver peace dividends struggle to demonstrate peacebuilding outcomes. In those areas, projects typically contribute to peacebuilding indirectly, through activities associated with traditional development, such as support for livelihoods, education and infrastructure improvements. Frequently, peacebuilding outcomes remain obscure even when projects are on track to deliver outputs. To address these challenges, and as expressed in the business plan, the Fund will undertake a thematic review of employment and peacebuilding in 2015 to provide better guidance on how so-called peace dividends can realize their potential in offering hope for a better future to populations affected by crises.

66. As outlined in its terms of reference, the Fund's support is meant to leverage other financial support or unblock critical political processes. In 2014, 64 per cent of the Fund's projects were catalytic in at least one of these two senses, with nearly 17 per cent of projects demonstrating both. In Yemen, for example, a joint project between the Department of Political Affairs, UNDP, UNFPA, UN-Women and UNICEF helped to launch an inclusive National Dialogue Conference. The investment provided scarce start-up funds during the Conference's inception phase, when such commitments as the requirement that 30 per cent of participants be women were established. In addition to acting as a catalyst for the subsequent constitution-drafting process, the Fund's investment in the Conference helped to leverage an additional $16 million from other donors.

67. Following commitments in its new business plan, the Fund established a risk marker and ranked projects in its portfolio in 2014 on a scale of low to high risk. For the Fund, risk not only signifies country contexts marked by insecurity or absence of an agreement but also extends to the focus and/or approach of a given project within that context. In 2014, nearly 72 per cent of projects in the Fund's portfolio were of medium or high risk, with nearly 20 per cent in the higher category. Among projects in the highest risk category are innovative initiatives in the Central African Republic, Mali and Somalia, mentioned above. Notably, 94 per cent of high-risk projects were those within the Fund's priority areas 1 and 2, the two areas demonstrating greatest evidence of peacebuilding outcomes, further underscoring the need for guidance on implementing peace dividends.

Table 2
Trend analysis of the Peacebuilding Fund's global performance, 2011-2014

Peacebuilding Fund priority areas	*Total number of projects*	*Priority area assessment*	
		On track to deliver agreed project outputs (percentage)	*On track with supplemental evidence of significant contribution to peacebuilding outcomes (percentage)*
Outcomes for priority area 1			
1.1 Security sector reform	7	85.7	16.7
1.2 Rule of law	11	81.8	11.1
1.3 Disarmament, demobilization and reintegration	1	100.0	100.0
1.4 Political dialogue	6	83.3	20.0
Total 2014	**25**	**84.1**	**18.7**
Total 2013	**21**	**85.7**	**38.1**
Total 2012	**28**	**96.4**	**50.0**
Baseline 2011	**48**	**70.8**	**31.3**
Outcomes for priority area 2			
2.1 Reconciliation	26	73.1	31.2
2.2 Democratic governance	9	88.9	50.0
2.3 Conflict prevention/management	4	75.0	–
Total 2014	**39**	**77.5**	**38.7**
Total 2013	**28**	**82.1**	**32.1**
Total 2012	**25**	**92.0**	**60.0**
Baseline 2011	**45**	**84.4**	**44.4**
Outcomes for priority area 3			
3.1 Employment	6	66.7	–
3.2 Equitable access to social services	5	60.0	–
Total 2014	**11**	**64.7**	**–**
Total 2013	**10**	**70.0**	**40.0**
Total 2012	**12**	**91.7**	**16.7**
Baseline 2011	**26**	**84.6**	**26.9**
Outcomes for priority area 4			
4.1 State capacities	7	85.7	33.3

Peacebuilding Fund priority areas	Total number of projects	Priority area assessment: On track to deliver agreed project outputs (percentage)	Priority area assessment: On track with supplemental evidence of significant contribution to peacebuilding outcomes (percentage)
4.2 Extension of State authority	2	100.0	–
Total 2014	**9**	**89.9**	**18.1**
Total 2013	**9**	**66.6**	**33.3**
Total 2012	**11**	**54.5**	**–**
Baseline 2011	**11**	**90.9**	**18.2**

Source: Scores based on Peacebuilding Support Office project assessments, periodic reports and independent country evaluations, December 2014.

V. Peacebuilding Fund oversight and management

A. Advisory Group

68. The third Peacebuilding Fund Advisory Group had its two-year term extended by one year in order to react to the findings of the Fund's review in 2013 and advise on the development of the new business plan. The Chair of the Advisory Group addressed the annual Peacebuilding Fund stakeholder meeting held in June, supporting the launch of the new business plan.

69. During its last meeting, held in October, I met with the Advisory Group and received the Group's final report summarizing its three-year term. In presenting the report, the Chair highlighted that the Peacebuilding Fund had proven to be a unique instrument with a strong track record of providing flexible and timely support to address key peacebuilding issues in settings where other funding was not readily available. The Advisory Group had witnessed a number of improvements by the Fund during its tenure, including the Fund's monitoring and evaluation, partnerships with other organizations and gender responsiveness. In going forward, the Group noted that the Fund would need to continue to push for greater country-level United Nations ownership, as getting the best out of the Fund's investments required capacity and conflict-sensitive United Nations leadership. The Fund must continue to seek innovative ways to strengthen the gender responsiveness of its interventions, as well as broaden the participation of national partners. In its report, the Group called upon donors to increase their contributions so that the Fund could achieve its $100 million target.[4]

B. Budget and personnel

70. The Peacebuilding Support Office budget for managing the Peacebuilding Fund is derived from 3 per cent of donor contributions. The 2014 cost plan was

[4] The report is available from www.unpbf.org/wp-content/uploads/AG_report_to_the_SGfinal-07-10-14.pdf.

$2,525,384, most of which was allocated for direct staff costs (64 per cent) covering 12 permanent and temporary posts, rent (10 per cent) and travel of staff and the Advisory Group (10 per cent). However, contributions in 2013 amounted to $40.8 million, leading to a 3 per cent management fee of only $1.2 million. The Peacebuilding Support Office was able to make up part of the difference through savings from previous years. It also benefited from staff secondments from UNDP (half a year), UNHCR and a Programme Associate financed by Australia; only 10 of the 12 posts were therefore financed from the Fund's overhead. Almost all travel was undertaken voluntarily in economy class. Final expenses for 2014 are expected to be approximately $2.0 million.

71. Looking ahead, the Fund's projected cost plan will fall to $2,468,084, a reduction directly tied to expected income levels. The Fund aims to ensure quality control despite funding limitations through its country technical assistance support project (see preceding paragraph) and by leveraging partnerships, for example with the African Centre for the Constructive Resolution of Disputes, Interpeace and PeaceNexus, seeking secondments from United Nations organizations and seeking financial support for Programme Associates.

C. Peacebuilding Fund global workshop

72. The Peacebuilding Support Office and the African Centre for the Constructive Resolution of Disputes co-hosted their second global workshop in August 2014, generously funded again by the Government of Finland. The workshop held in 2014 brought 26 colleagues, including participants from United Nations agencies, fund secretariats, Governments and civil society, from 12 countries to Durban, South Africa, for four days of discussion and training on the design of peacebuilding programmes.

D. Enhanced monitoring and evaluation

73. The launch of the Fund's new business plan signalled a revision of its performance management plan, designed to measure the Fund's administrative efficiency and effectiveness and global results. The Monitoring and Evaluation Unit aims to finalize the performance management plan by June 2015 through a consultative process to ensure system-wide cooperation and utility. Each Fund-approved project will include global indicators to better assess portfolio-wide results.

74. The new business plan will also see the restructuring of the Fund's approach to the design, monitoring and evaluation of peacebuilding programming. Beginning in 2015, the Fund's evaluation strategy will promote more frequent opportunities for analysis and adjustment to better adapt to dynamic peacebuilding contexts. The Monitoring and Evaluation Unit will encourage partner capacity for peacebuilding evaluation, which will be facilitated through its membership in the United Nations Evaluation Group in 2014. The Unit will grow by three new posts in 2015 to better sustain its support to country partners.

75. Extending the support begun in 2013, the Monitoring and Evaluation Unit continued offering guidance during programme development through support missions to Burundi, the Democratic Republic of the Congo, Kyrgyzstan, Mali and

Papua New Guinea. Augmenting that support, the Unit managed evaluations in Côte d'Ivoire, Liberia and Sierra Leone. The Unit also launched a community of practice targeting Fund users in April 2014 as a means of sparking peer-to-peer support and lesson learning.

VI. Conclusion

76. The Peacebuilding Fund achieved its programming target for the year, allocating $100 million to new peacebuilding projects in 2014. The Fund is currently supporting programmes to help countries exit from crisis and to reduce the risk of relapse in more than 20 countries. The first-ever global review of the Peacebuilding Fund, which was completed early in 2014, highlights the criticality of the Fund to United Nations efforts in peace consolidation and identified several areas of potential improvements. The Fund's business plan 2014-2016 reflects the proposed improvements and innovations, such as piloting direct support to Governments and addressing cross-border dynamics. The business plan also ensures enhanced attention to gender-sensitive programming through the launch of the second Gender Promotion Initiative. Owing to its success in generating rapid and innovative programming, the Fund will start the new year with less than the $100 million needed for planned programming for the first time ever. Fundraising will be a priority in 2015.

77. At the same time, more countries are requesting support. Within the current portfolio of countries, there is demand for expanded programming. Governments and their partners are looking for multi-year financing to rapidly scale up programmes in order to create the institutional foundation for peaceful, sustainable development. The catalytic financing of the Fund has helped, but a large funding gap remains. With the Fund having proved itself as a valuable tool, the review of the peacebuilding architecture in 2015 and the High-level Independent Panel on Peace Operations present an opportunity to look at how it can be expanded.

United Nations A/69/746–S/2015/63

General Assembly
Security Council

Distr.: General
29 January 2015

Original: English

General Assembly
Sixty-ninth session
Agenda item 33
Protracted conflicts in the GUAM area and their implications for international peace, security and development

Security Council
Seventieth year

Identical letters dated 28 January 2015 from the Chargé d'affaires a.i. of the Permanent Mission of Georgia to the United Nations addressed to the Secretary-General and the President of the Security Council

I have the honour to transmit herewith the statement of the Ministry of Foreign Affairs of Georgia, dated 23 January 2015, regarding the ratification by the Russian State Duma of the so-called "treaty" between the Russian Federation and its occupation regime in the Abkhazia region of Georgia (see annex).

I should be grateful if you would have the present letter and its annex issued as a document of the sixty-ninth session of the General Assembly, under agenda item 33, and of the Security Council.

(*Signed*) Vakhtang **Makharoblishvili**
Chargé d'affaires a.i. of the Permanent Mission of Georgia
to the United Nations

15-01129 (E) 050215

Please recycle

Annex to the identical letters dated 28 January 2015 from the Chargé d'affaires a.i. of the Permanent Mission of Georgia to the United Nations addressed to the Secretary-General and the President of the Security Council

Statement of the Ministry of Foreign Affairs of Georgia regarding the ratification by the Russian State Duma of the so-called "treaty" between the Russian Federation and its occupation regime in the Abkhazia region of Georgia

On 23 January 2015, Russia's lower house of parliament, the State Duma, ratified the so-called "treaty on alliance and strategic partnership", signed between Moscow and its occupation regime in the Abkhazia region of Georgia, in Sochi on 24 November 2014.

The Ministry of Foreign Affairs of Georgia expresses its extreme concern over the ratification of this so-called "treaty", which is tantamount to the annexation of Crimea. The Ministry states that this action represents a step towards the annexation of Georgia's integral territory, whereby the Russian Federation violates the internationally undertaken commitments, including those under the 12 August 2008 ceasefire agreement.

The Abkhazia region is an integral part of Georgia and is not a subject of international law. Any attempt to sign the so-called "treaty" with the so-called "republic of Abkhazia" is therefore a flagrant violation of international law and constitutes an illegal action devoid of legal consequences, in full breach of the fundamental norms and principles of international law, namely, sovereignty, the inviolability of borders, territorial integrity and the good-faith fulfilment of international commitments.

The Ministry of Foreign Affairs of Georgia calls upon the international community to properly assess, both politically and legally, the Russian Federation's actions and exercise due pressure on Russia. The firm and unanimous support of the international community will be of decisive importance as part of its efforts to bring an end to Russia's destructive activities.

Tbilisi, 23 January 2015

United Nations A/69/747

General Assembly

Distr.: General
30 January 2015

Original: English

Sixty-ninth session
Agenda item 138
Joint Inspection Unit

Report of the Joint Inspection Unit for 2014

Note by the Secretary-General

1. The present note was prepared pursuant to paragraph 17 of General Assembly resolution 65/270, in which the Assembly requested the Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination (CEB), to expedite the implementation of that resolution, including through the expected provision of support to the Joint Inspection Unit by the secretariats of the participating organizations in the preparation of its reports, notes and confidential letters, and through the consideration of and action on the recommendations of the Unit in the light of pertinent resolutions of the Assembly, and to report to the Assembly on an annual basis on the results achieved.

2. In accordance with the statute of the Unit, the Secretary-General, in his capacity as Chair of CEB and through the secretariat of CEB, provides substantive support to the Unit. This occurs primarily through the preparation of responses to Unit reports of system-wide concern. In accordance with the Unit's mandate, the secretariat of CEB circulates to United Nations system organizations that participate in the Unit all reports that concern more than one organization and compiles the comments received. For each such report, the secretariat requests organizations to comment on the final version of the report, including the methodology used by the Unit in its preparation and the content and value of the recommendations made therein. The comments are collated and issued as United Nations documents under cover of a note by the Secretary-General. They reflect the overall consensus of the United Nations system, although each organization may choose to address the specific recommendations within the framework of its governing body. During the process, and as a matter of normal practice, the secretariat requests organizations to respond within the deadline provided in order to produce the comments of the Secretary-General and those of CEB members within the mandated time frame.

3. In addition to circulating and commenting on Unit reports of system-wide concern, the CEB secretariat continues to work closely with the Unit on the preparation of its annual programme of work. It provides substantive input

15-01203 (E) 090215

Please recycle

regarding specific proposals and facilitates the process, as requested by the secretariat of the Unit.

4. The CEB secretariat continues to maintain a constant dialogue with the Unit to ensure a smooth report preparation process and to identify methods for enhancing the value of the Unit's reports. In 2014, it undertook consultations with the Unit on several subjects where mutual exchange of information and experience was deemed useful by either entity. For example, comments and suggestions by the Unit were sought and subsequently integrated into a proposal for a reference risk management, oversight and accountability model developed by the Finance and Budget Network of the High-level Committee on Management, which was subsequently adopted by the High-level Committee and endorsed by CEB. During the preparatory analysis leading to the drafting of the Unit's report on the second phase of a system-wide review of results-based management, the Unit and the CEB secretariat held an in-depth exchange of views, after which the latter shared all the documentation, training material and tools produced by the results-based management community of practice of the High-level Committee, including the outcome of a results-based management workshop held in May 2007. A similar exchange of views and information was conducted in the preparation of a report on a review of safety and security in the United Nations system. Lastly, in 2014, the secretariat participated in the biennial workshop of agency focal points and presented the process used for preparing system-wide comments. The workshop, convened by the Unit, offers a unique opportunity to examine ways to enhance the reporting and follow-up processes.

5. As regards organizations' consideration of and action on the recommendations of the Unit in the light of pertinent resolutions of the General Assembly, chapter I.E of the report of the Unit for 2014 (A/69/34) contains detailed information about the action taken by organizations of CEB in follow-up to recommendations of the Unit. Furthermore, as noted by the Unit in its report, CEB and the Unit continue to work towards resolving the issue of recommendations addressed to CEB.

6. The Secretary-General remains committed to maintaining a close working relationship with the Unit and encourages all organizations to respond in a timely manner and in a spirit of cooperation to its requests.

United Nations A/69/748

General Assembly

Distr.: General
2 February 2015

Original: English

Sixty-ninth session
Agenda item 19
Sustainable development

Note verbale dated 26 January 2015 from the Permanent Mission of Bahrain to the United Nations addressed to the Secretary-General

The Permanent Mission of the Kingdom of Bahrain to the United Nations presents its compliments to the Office of the Secretary-General of the United Nations and has the honour to attach hereto the Manama Declaration adopted at the First International Entrepreneurs Investment Forum, held from 19 to 21 January 2015 (see annex).

The Permanent Mission of the Kingdom of Bahrain to the United Nations requests that the above-mentioned document be circulated as a document of the General Assembly, under agenda item 19.

15-01312 (E) 100215

Please recycle

Annex to the note verbale dated 26 January 2015 from the Permanent Mission of Bahrain to the United Nations addressed to the Secretary-General

Manama Declaration adopted at the First International Entrepreneurs Investment Forum

The 2015 Manama Declaration on Entrepreneurship and Development is a set of recommendations derived from the two days of deliberations and discussions held among the 85 experts and 650 entrepreneurs from 80 countries participating in the First International Entrepreneurs Investment Forum, on Entrepreneurship and Investment for Inclusive and Sustainable Industrial Development, held from 19 to 21 January 2015 under the patronage of HRH Prince Khalifa Bin Salman Al-Khalifa, Prime Minister of the Kingdom of Bahrain, and attended by Mr. Li Yong, Director General of the United Nations Industrial Development Organization (UNIDO).

Manama Declaration on Entrepreneurship and Sustainable Development

The participants in the First International Entrepreneurs Investment Forum, on Entrepreneurship and Investment for Inclusive and Sustainable Industrial Development:

Having debated all aspects of entrepreneurship and investment, and recalling United Nations General Assembly resolutions 67/202 of 21 December 2012 and 69/210 of 19 December 2014, entitled "Entrepreneurship for development",

Recognizing that industrialization, if conducted in an inclusive and sustainable manner, can create jobs, generate income, increase productivity, transform economies and be a major driver of development,

Noting that realizing these and other benefits depends, first and foremost, on fostering a dynamic private sector, and recognizing in particular the need to promote competitive small and medium-sized enterprises, which are the main source of economic activities and the largest employer in many developing countries — and the main engines of empowerment for women and young people,

Desirous of further promoting entrepreneurship and expanding access to financial and support services, which are among the central challenges developing countries face in growing a vibrant sector,

Declare the following:

1. We welcome the United Nations Secretary-General's message to the First International Entrepreneurs Investment Forum;

2. We commend UNIDO's leadership for their support to entrepreneurs, and count on it to remain a close partner to entrepreneurs;

3. We greatly commend and appreciate the support of the UNIDO Arab International Center for Entrepreneurship and Investment, the Islamic Development Bank Group, the Kuwaiti Fund for Economic Development, the Arab Bank for Economic Development in Africa, the General Union of Chambers of Commerce, Industry and Agriculture for Arab Countries, the Global Entrepreneurship Week, the International Network for Small and Medium-Sized Enterprises, the European

Union-Africa Chamber, the Middle East and North Africa-Organization for Economic Cooperation and Development Centre, the International Business and Professional Women's Association and others;

4. We call upon Governments, the private sector, academia, civil society and international organizations to cooperate in undertaking the following steps to facilitate the development of entrepreneurs and small and medium-sized enterprises around the world:

To take a coordinated and inclusive approach to promoting entrepreneurship involving all stakeholders, while noting initiatives of civil society, academia and the private sector as important entrepreneurship drivers;

To consider partnership with the private sector in promoting entrepreneurship, generating employment and investment, increasing revenue potential, developing new technologies and innovative business models, and enabling high, sustained, inclusive and equitable economic growth while safeguarding workers' rights;

To strengthen the capacity of national financial institutions to reach out to those who have no access to banking, insurance and other financial services, and encourage them to adopt regulatory and supervisory frameworks to facilitate the safe and sound provision of services to such populations, increase access to information and promote financial literacy, particularly for women;

To expand alternative sources of financing and diversify retail financial systems to include microcredit and microfinance;

To cooperate in support of technology exchange and transfer, innovation and capacity-building programmes for promoting entrepreneurship;

5. We recommend establishing a special secretariat within the Arab International Center for Entrepreneurship and Investment in Bahrain for the Forum and propose convening the International Entrepreneurs Investment Forum every two years, whether in Bahrain or in any country willing to host, in order to review and follow up progress and to identify additional areas of cooperation and action to promote investment in entrepreneurship;

6. We urge the international community, the United Nations Organization, UNIDO, and other relevant international and regional organizations and institutions, civil societies and various stakeholders to take the aforementioned recommendations into account in shaping their policies and in supporting entrepreneurship for sustainable development;

7. We greatly appreciate the hospitality and warm welcome accorded to the participants by the Government and the people of the Kingdom of Bahrain.

United Nations A/69/749

General Assembly

Distr.: General
30 January 2015

Original: English

Sixty-ninth session
Agenda item 132
Programme budget for the biennium 2014-2015

Comprehensive business case for the application of flexible workplace strategies at the United Nations

Report of the Secretary-General

Summary

Pursuant to section IV of General Assembly resolution 68/247 B, the present report provides a comprehensive business case for the application of flexible workplace strategies at United Nations Headquarters.

The report summarizes the main findings of a flexible workplace study undertaken during 2014, including the results of a pilot of flexible workplace at United Nations Headquarters and the findings of a review by external consultants. It also includes a detailed cost-benefit analysis and an implementation proposal.

The General Assembly is requested to approve the Secretary-General's proposed implementation plan and to authorize the Secretary-General to take the initial steps necessary for implementation at United Nations Headquarters.

15-01236 (E) 060215

Please recycle

Contents

		Page
I.	Introduction	4
	A. Background	4
	B. Interdisciplinary working group	4
II.	Assessment of the potential for implementation of flexible workplace strategies at United Nations Headquarters	5
	A. Workspace utilization study	5
	B. Workplace performance survey	6
	C. Analysis of the physical environment of the current workplace	7
	D. Existing information and communications technology infrastructure and support	8
	E. Analysis of the space planning profiles of departments and offices	8
	F. Analysis of staff readiness	10
	G. Critical factors for successful implementation	11
III.	Pilot implementation	12
	A. Pilot guiding principles	12
	B. Research design	12
	C. Setting the scene and stages of change	13
	D. Findings and conclusions from the pilot, including feedback provided by participants	14
	E. Space efficiency as demonstrated by the pilot	15
IV.	Business case findings and conclusions	16
	A. Findings of the pilot programme, study and survey	16
	B. Qualitative benefits of a flexible workplace	17
	C. Quantitative benefits of a flexible workplace	17
	D. Comparison of project costs for proposed implementation at Headquarters and anticipated reduction in long-term commercial rental costs	18
V.	Strategy and support for the flexible workplace programme	19
	A. Human resources management support system	19
	B. Information technology support, personal and corporate strategy	19
	C. Communications approach	20
	D. Space planning and reconfiguration	20
VI.	Integration of a flexible workplace with other initiatives	22
	A. Umoja	22
	B. Strategic heritage plan	22

C. Sustainability 22
D. Organizational resilience management system 23
VII. Implementation plan for flexible workplace at Headquarters 23
VIII. Estimated project cost for implementation of a flexible workplace at Headquarters 25
IX. Proposed funding for the project 27
A. Funding approach 27
B. Resource requirements for the biennium 2014-2015 28
X. Implementation of flexible workplace strategies at other duty stations 29
XI. Next steps 29
XII. Recommended actions to be taken by the General Assembly 30
Annexes
I. Estimated project cost by year for implementation of a flexible workplace at Headquarters 31
II. Fit-out costs (per square foot) for the Secretariat Building and the FF Building 32

I. Introduction

A. Background

1. In response to the request of the General Assembly in section IV of its resolution 68/247 B, the present report provides a comprehensive business case for implementing flexible workplace strategies at United Nations Headquarters, which the Secretary-General believes will improve the Organization by modernizing the staff workplace environment and will reduce the Organization's real estate footprint and environmental impact.

2. By defining work as an activity rather than a place, the vision of a flexible workplace directly supports the wider management reform goal of the Secretary-General to create a modern, agile business model for the Secretariat, and one that increases effectiveness across different work processes. Just as Umoja will harmonize business processes so that no matter where one works the administrative processes and tools will be the same, and just as mobility will enable the Organization to more easily move staff strategically, a flexible workplace will provide staff the necessary flexibility to work where they will be most effective. Furthermore, giving staff the information technology tools and flexibility they need to work in different locations will have the added benefit of enhancing the Organization's business continuity preparedness.

3. By implementing a flexible workplace, the United Nations will seek to allocate space in such a way as to maximize the effectiveness and well-being of its staff. The types of space provided should be appropriate to the work that staff perform. Flexible workplace strategies require a coherent and integrated approach to staff management, technology and workspace needs. The business case provided in the present report therefore addresses each of these components.

4. A flexible workplace programme is distinct from the existing flexible working arrangements. The latter comprise a human resource policy promulgated by the Secretary-General (see ST/SGB/2003/4) permitting compressed work schedules and telecommuting, among other features.

5. In the present report, the Secretary-General explains the activities involved in studying and piloting flexible workplace strategies at United Nations Headquarters which have been undertaken since the issuance of the report of the Secretary-General on the implementation of a flexible workplace at United Nations Headquarters (A/68/387). During this period, coordination has been ongoing with colleagues working on the strategic heritage plan at the United Nations Office at Geneva. A proposal for wider implementation is also made for New York in the light of opportunities presented by the upcoming expiry of leases in commercial buildings. Consideration of flexible workplace strategies for other duty stations would be the subject of further study, taking due consideration of the local conditions, requirements and potential benefits (see sect. X).

B. Interdisciplinary working group

6. The successful implementation of a flexible workplace requires more than simply altering office layout and offering a variety of workspaces for staff. Information technology and human resources management support are critical

elements. For this reason, the Secretary-General established an interdisciplinary working group to ensure that the flexible workplace programme is developed in a holistic way, taking fully into consideration the human resources, technology and facilities aspects of the matter. The interdisciplinary working group includes representatives from the Office of Human Resources Management, the Office of Information and Communications Technology, the Facilities Management Service of the Office of Central Support Services and the Office of the Under-Secretary-General for Management.

7. The interdisciplinary working group and project team were assisted by external consultants who specialize in flexible workplace strategies. The consultants conducted space utilization studies, staff surveys and a detailed work style assessment through engagement with staff and managers at all levels. They also analysed the real estate portfolio, including the lease arrangements for rental properties.

II. Assessment of the potential for implementation of flexible workplace strategies at United Nations Headquarters

A. Workspace utilization study

8. In his report on the implementation of a flexible workplace at United Nations Headquarters (A/68/387), the Secretary-General noted that a limited study conducted in the summer of 2013 found that the average workspace utilization rate in the Secretariat Building was approximately 50 per cent. To investigate this finding further, during the second week of September 2014, a comprehensive workspace utilization study was conducted of 15 floors of five buildings in New York, namely the Secretariat Building, DC-1, DC-2, the Innovation Luggage Building, and the UNITAR Building. A total of 1,160 workspaces were observed during the study in the five buildings as shown in figure 1 below.

Figure 1
Scope of workspace utilization study conducted at Headquarters in September 2014

Building floor	*Number of spaces observed*	*Percentage of total spaces observed*
DC-1	**164**	**14**
10th floor	85	7
15th floor	79	7
DC-2	**140**	**12**
5th floor	70	6
17th floor	70	6
Innovation Building	**163**	**14**
5th floor	95	8
6th floor	68	6
Secretariat Building	**592**	**51**
12th floor	112	10
14th floor	99	9
15th floor	58	5

Building floor	*Number of spaces observed*	*Percentage of total spaces observed*
21st floor	105	9
26th floor	114	10
36th floor	104	9
UNITAR Building	**101**	**9**
3rd floor	33	3
4th floor	35	3
5th floor	33	3
Total	**1 160**	

9. The workspaces observed included work seats, conference rooms, booths, informal meeting areas, pantries, seating areas, touchdown areas, work rooms and miscellaneous areas. Every hour on the hour, the analysts recorded the number of people in a particular space, the primary and secondary activities taking place and the equipment being used. The following departments and offices, representing a variety of work types and styles, were included in the workspace utilization study: Department of Management, Department for General Assembly and Conference Management, Department of Economic and Social Affairs, Department of Peacekeeping Operations, Department of Public Information, Office of Internal Oversight Services and Office of Legal Affairs.

10. It was found that, on average, between 38 and 48 per cent of the assigned work spaces are being utilized at any one time during the working day (varying according to the time of day). The observed utilization rates are consistent with utilization rates seen at other organizations that do not have flexible workplace strategies. These findings demonstrate that space could be used significantly more efficiently if the Secretariat were to introduce flexible workplace strategies.

B. Workplace performance survey

11. A workplace performance index survey was conducted by the external consultants. The index was used as a measurement and analysis tool to assess the space effectiveness related to work modes and the effectiveness of the existing workplace design and its physical attributes at United Nations Headquarters. In addition to the physical aspect of the workplace, the survey also assessed employee work patterns and satisfaction with elements of the existing workplace.

12. In September 2014, a web-based survey was distributed to a random sample of United Nations staff based at Headquarters. The results were compared with available benchmarks of industry averages, top performance firms and a select group of Government agencies of the United States of America, including the Department of Commerce, the Department of Health and Human Services, the General Services Administration and the Library of Congress. Benchmarks for the index employed by the consultants are only available for the above-mentioned United States Government agencies. The survey findings indicate that the staff believe that there is room for improvement in terms of how the physical workspace can be tailored to better meet staff and organizational needs at United Nations Headquarters.

C. Analysis of the physical environment of the current workplace

13. As a prerequisite to identifying effective and appropriate workplace solutions, a detailed analysis was conducted of the existing infrastructure of the New York real estate portfolio of the Secretariat, including the architecture, the efficiency of space, the mechanical, electrical, lighting and plumbing systems and a space planning analysis. The analysis also assessed options for the organization of space types. It revealed that buildings in the existing portfolio were at different stages of readiness for a flexible workplace programme and could accommodate such a programme to varying degrees. The main differences were related to the extent of open space and access to daylight and exterior views, the ability to accommodate diverse space types to foster collaboration, the extent of information technology network technology, floor headcount and restroom capacity. All buildings in the current portfolio were considered for possible implementation of a flexible workplace programme and were found to be suitable to a greater or lesser extent.

14. A summary of the main considerations for each building, including space conversion and information technology support, is provided below:

(a) Secretariat Building: with its current open plan and fully upgraded building systems, the Secretariat Building is the most suitable building in the New York real estate portfolio for a flexible workplace programme. Modifications to the furniture layout would enable a flexible workplace environment in the Secretariat Building. The change most needed to enable a flexible workplace environment in the Secretariat Building is conversion to more diverse space types, including more collaboration and social spaces. A list of the proposed space types is included in table 5 of the present report;

(b) DC-1 and DC-2 Buildings: the current layout of the buildings includes a large percentage of enclosed offices rather than an open floor plan. In order to achieve a flexible workplace environment in DC-1 and DC-2 the floors would have to undergo a significant and costly renovation and reconfiguration, with the main objective being to reduce the amount of closed office space, bringing in new mobile furniture and technology and creating a greater variation in space types, mainly for collaboration and common use. Consequently, DC-1 and DC-2 are not being considered for implementation of flexible workplace, recognizing also that the premises will probably not be available from 2023;

(c) Innovation Building: the conventional rectangular floor plate makes the Innovation Building easily adaptable to the flexible workplace programme. The current layout varies from floor to floor, with a mixture of open plans (such as in the Umoja office) and enclosed offices (as in the Office of Internal Oversight Services and the Department of Public Information). As with DC-1 and DC-2, the Innovation Building would require major renovations and is therefore not being considered for implementation of flexible workplace;

(d) UNITAR Building: the UNITAR Building is owned by the United Nations and already has a mostly open floor plan. In some ways, the UNITAR Building already has characteristics of a flexible workplace. The upper three floors operate with flexible arrangements, which have enabled the occupant, the Verbatim Reporting Service of the Department for General Assembly and Conference Management, to accommodate the expansion of staff during peak demand times of

the year. As such, those floors do not require further renovation to increase efficiency or to accommodate staff from other leased spaces;

(e) FF Building: the FF Building is one of the commercial buildings leased by the United Nations. The building has a traditional office floor layout with an even mix of fixed perimeter enclosed offices and interior open planning. There is therefore limited natural light in the interior areas of the floors. Although the floors are currently efficient compared with the rest of the properties in the United Nations Headquarters portfolio, converting to a flexible workplace environment would still increase efficiency and significantly improve the quality of the workplace with increased access to natural light. The FF Building has large floors with upgraded mechanical systems, which would lower overall renovation costs, thus making the building a good candidate for implementation of a flexible workplace.

D. Existing information and communications technology infrastructure and support

15. The existing information and communications technology infrastructure of the Secretariat provides a strong foundation within the Organization that can be leveraged to support the implementation of a flexible workplace. A flexible workplace depends on technological solutions to support its principles, such as mobile technology that untethers staff from their desks and empowers staff to perform tasks in whatever environment is most suitable. Information and communications technology equipment and services that are needed to support a flexible workplace include:

(a) Mobile equipment: laptop, docking station and smart phone;

(b) The existing Mobile Office service: this enables authorized users to access data or certain United Nations enterprise applications from any computer with an Internet connection, including from outside United Nations premises;

(c) The existing Unite suite: a set of services that allows United Nations staff to connect, share and exchange information. Some of the services include social networking, document management, mobile access to Lotus Notes, Webex and universal drives;

(d) The existing Internet protocol telephone system: the system permits the use of any telephone by persons with an assigned United Nations telephone extension. It also offers a call forwarding function that allows users to forward all calls from the extensions to a mobile phone.

E. Analysis of the space planning profiles of departments and offices

16. While flexible workplace strategies typically call for an initial standardization of space types and components, the goal is to tailor the implementation to the specific needs of departments and offices based on the specific mix of tasks those departments and offices perform. Accordingly, the standardized space types need to be customized in arrangements suitable for the types of work being undertaken in each department. Through a series of staff engagement exercises, space planning profiles were defined for United Nations Headquarters. Five space planning profiles

have been identified, based on the level of privacy required for the type of work to be performed, the amount of focused work required, requirements such as access to libraries or other reference documents and technology requirements, and the amount of external and internal collaboration needed. The five categories of space planning profiles that cover the United Nations departments and offices are described below:

(a) Executive profile: departments, offices or divisions requiring this profile are accountable for high-level decision-making in the Organization. They have high confidentiality and privacy needs owing to the subject matter being handled, often by very senior staff. Staff undertaking such activities host external guests frequently. There is therefore a need for a substantial amount of enclosed collaboration and focus space. Consequently, this space planning profile yields the lowest number of work seats per floor;

(b) Policy profile: departments, offices or divisions requiring this profile need a good balance of open and enclosed space owing to the diverse nature of the tasks performed. Collaboration and teamwork is essential; therefore, one collaboration seat for every work seat is allocated in the plan for these needs. This is a relatively high ratio when compared to traditional office planning but is common for flexible workplace;

(c) Collaboration profile: many departments, offices or divisions have work that requires close coordination and collaboration with internal and external groups. In these areas, there is a need for a greater amount of collaboration space, particularly for open collaboration, since interactions tend to be less formal and are more efficient in an open setting;

(d) Privacy profile: a notable requirement of areas of a number of departments, offices or divisions (including the Office of Legal Affairs, the Office of Oversight Services and areas in the Department of Management) is the need for privacy owing to the confidential nature of the work and work materials. This demands a high amount of enclosed focus space in the form of offices and focus rooms. Most of the work is done individually and any teams tend to be small. As a result, this profile requires the least amount of open collaboration space;

(e) Operations support profile: a number of staff perform functions primarily supporting, enabling and assisting other groups in the Organization. Their primary tasks are individual and focus-based. Such staff often have a need for access to specialized technology and other resources. They also require the most open focus space and enclosed collaboration space. As a result, this planning profile yields the greatest occupancy per floor.

17. An analysis of the work performed by departments, offices and divisions and the applicable space planning profile for each, has revealed the distribution of space planning profiles across the total Headquarters staff population set out in table 1 below.

Table 1
Analysis of Headquarters staff population by space planning profile

Space planning profile	*Percentage of total staff population applicable to profile*
Executive	2
Policy	19
Collaboration	15
Privacy	6
Operational support	54
Other (not yet specified)	4

18. Further engagement with departments and offices would be required during eventual implementation of a flexible workplace programme to ensure that space configurations are tailored to meet the exact needs of each group of staff.

19. Each of the five space planning profiles has a unique combination of space types, based on the needs of departments, offices or divisions and the nature of their work. It should be noted that within each department there will often be a combination of space planning profiles. While space planning profiles for some areas include a high percentage of closed space for confidentiality, such as areas conducting human resources or legal work, other profiles reflect requirements of departments and offices that perform activities that require more collaboration on a day-to-day basis, such as operational support. A number of small offices have yet to be captured in the engagement exercise with departments. These are shown as "Other (not yet specified)" in table 1 above and, as indicated, they account for 4 per cent of the total Headquarters staff population. Direct engagement with those offices would be necessary to determine the mix of space that would work best for each of them.

F. Analysis of staff readiness

20. In his report on the implementation of a flexible workplace at United Nations Headquarters (A/68/387), the Secretary-General included findings from small focus group workshops, which indicated a high level of interest in flexible working and confidence on the part of staff in their own technology skills and ability to manage work in remote ways.

21. To further gauge staff readiness and interest in a flexible workplace, the Department of Management launched a survey of Headquarters staff in February 2014 to collect views about the current office environment and future workspace opportunities at United Nations Headquarters. Some 1,170 United Nations Headquarters staff responded, providing information about their preferences regarding work, the office and any constraints they may be facing with their work environment. The survey results indicated that staff favour a workplace with natural light that provides flexibility and offers the freedom to choose where to work depending on their needs at any specific time, with, for example, areas to collaborate with others or space to concentrate on individual work. These factors would be incorporated into future plans for a flexible workplace.

22. Although the general response from the survey was positive, further engagement with the staff reveals that the readiness for change varies widely across the Organization. Feedback has shown that, while some teams and individuals welcome the flexible workplace strategies, others are less enthusiastic about the concepts as they currently understand them.

23. To deal with this range of readiness, a strong change management strategy is essential to bring staff to an equal level of acceptance and understanding. As discussed in section G below, this must be done early and strategically, prior to implementation of the flexible workplace programme at United Nations Headquarters.

G. Critical factors for successful implementation

24. Drawing from the lessons learned from the implementation of flexible workplace initiatives at other organizations, the United Nations can anticipate a number of factors to be critical to the successful implementation of a flexible workplace, as described below:

(a) Visibility of support by senior leadership: flexible workplace initiatives at other large organizations have revealed a direct and strong correlation between the success of the initiative and the visibility of senior leadership support for flexible working;

(b) Clear communication of the flexible workplace vision: communicating the vision of a flexible workplace at United Nations Headquarters so that can be understood and supported by staff will require a clear articulation of the driving purpose behind the programme, definition of its potential scale and clarity regarding the organizational, operational and financial needs that the programme must satisfy;

(c) Adjusting the United Nations Headquarters culture to a flexible workplace: achieving a successful flexible workplace environment requires rethinking how and where people work. As also observed during engagement within the Secretariat as part of the study on a flexible workplace, there is a risk that those who oppose the existing flexible working arrangements policy promulgated in the Secretary-General's bulletin ST/SGB/2003/4 will, in some instances, take a stand against a flexible workplace programme without understanding that it is distinct (even if complementary) to flexible working arrangements. As explained in paragraph 4, the latter constitute a human resource policy that permits compressed work schedules and telecommuting, among other features.

25. In order to further develop a vision for a flexible workplace at United Nations Headquarters and to determine an achievable scope and pace for implementation, a workshop was organized of senior representatives across the United Nations Secretariat. Participants reflected on changes needed to the existing organizational culture and procedures to enable the Organization to work more effectively. In addition they specifically highlighted a number of limitations of the current workspace that could be addressed through the implementation of a flexible workplace.

III. Pilot implementation

A. Pilot guiding principles

26. In order to test the application of a flexible workplace in a United Nations working environment, a pilot programme was developed and implemented on the 18th and 19th floors of the Secretariat Building. The pilot, which is ongoing, involves 128 staff from the Strategic Planning and Staffing Division of the Office of Human Resources Management.

27. In keeping with the principles of flexible workplace strategies, the pilot programme is not exclusively about office space. Rather, in order to maximize effectiveness, the participating staff and the reconfigured workspace are supported by the appropriate orientation, training and technology to enable participating staff to work flexibly. The pilot is about learning, adjustment and modification. It has been an opportunity for staff to voice their needs and opinions about how the new environment responds to them. It is also a chance not only to gain more insight into how work is performed, but also to test new configurations and technologies. Given that the pilot is an important part of shaping the future Secretariat workplace it is imperative that the resulting satisfaction measurements be recorded and analysed.

B. Research design

28. In the pilot programme, a variety of new space types are being explored, with the aim of enhancing the daily work experience. Table 2 describes the various space types being tested as part of the pilot.

Table 2
Pilot space types and functions

Space type	*Description*
Reception	The reception is an attractive place to welcome guests to the pilot space. Staff can have access to the booking system, where they can either do ad hoc check-in or locate colleagues on the floor.
Quiet zone	The quiet zone is designed for individual, heads-down work without fully isolating users from co-workers and the activity in the workplace.
Collaboration zone	The collaboration zone accommodates teams and collaborative interaction.
Meeting suite	Meeting suites are ideal for larger, more formal meetings or for smaller meetings that require privacy because of sensitive materials or subject matter.
Director/meeting suite	The director/meeting suites act as offices while directors are present, but the space can be reserved in their absence.

Space type	*Description*
Work lounge	With pantry/kitchen facilities and plenty of table space, the work lounge can function as a place for a break, a meeting or both. Surfaces at a variety of heights allow for standing and/or seated work. When staff are not working, the work lounge is a place to relax and socialize.
Focus booth	Focus booths are single-user, enclosed spaces that are intended for highly focused, heads-down work and/or phone or video calls.
Library	The library is a quiet space where common files and other departmental resources can be accessed.

29. The Strategic Planning and Staffing Division of the Office of Human Resources Management was the first group to pilot a flexible workplace environment. Originally, the Division was split between the Secretariat Building and DC-1. In 2014, the Division also needed to accommodate a new team working on mobility. By participating in the flexible workplace pilot, the Division was able to relocate the Examinations and Testing Section, which was formerly based in DC-1, into the Secretariat Building This enabled the Section to synchronize its work to a greater extent with the operations of the Strategic Planning and Staffing Division. It also enabled the mobility team to be co-located with the rest of the Division. In October 2014, approximately 60 Strategic Planning and Staffing Division staff moved into space on part of the 18th floor of the Secretariat Building that had been reconfigured to pilot flexible workplace. The remaining Division staff moved to the 19th floor in December 2014.

30. Owing to their increased need for collaboration, staff of the Division were provided with access to the new space types listed in table 2. All participants in the pilot were equipped with a managed laptop and a smartphone and had the flexibility to choose how and where they worked within the pilot workspace area depending on their work requirements at the time and their personal work style.

31. Workspaces in the quiet zone, the collaboration zone, the meeting suites and the focus booths were equipped with ergonomic chairs, dual computer monitors, a keyboard and mouse, a desk phone and a powered docking station with a local area network connection for the participants' laptops. In other spaces there was also access to power and Ethernet ports. Wi-Fi was available in all corners of the floor.

C. Setting the scene and stages of change

32. In order to prepare participants for the new style of working in advance of its launch, several meetings and town hall sessions were held with Division staff and management. The meetings focused on explaining the flexible workplace concepts and providing guidance for users, managers and supervisors. In addition, there were small focus group discussions, interviews and information sharing through weekly meetings and through the Unite Connections community of practice established for the pilot programme.

D. Findings and conclusions from the pilot, including feedback provided by participants

33. A number of mechanisms were established to allow participants in the pilot to provide feedback and discuss their experience with the flexible workplace. These include the Unite Connections community set up for the pilot programme, pre- and post-occupancy surveys, interviews, focus group discussions and space utilization observation.

34. The overall experience as reported by pilot participants thus far is positive. At an early stage of the pilot, all 60 participants on the 18th floor at the time were asked their preference. Of the 35 responses, 16 preferred the pilot space, 8 preferred the space before the pilot and 11 had no preference. Participants expressed support for the new technology, the more frequent interaction with colleagues and the flexibility to choose where to work. Most staff expressed enthusiastic support for the much greater exposure to natural light provided by the more open plan design of the reconfigured workspace used for the pilot. Participants also provided valuable feedback regarding aspects of the pilot programme's workspace that could be improved in the event that flexible workplace were to be implemented more broadly in the Secretariat. The key findings and conclusions drawn from the pilot thus far are presented below.

Seating assignment

35. Staff are not assigned to one specific work seat in the pilot area, but rather to the entire office space being used, and can use every space, including the Director's office when it is not in use. More people are assigned to the space than there are seats. The pilot used a 0.81 to 1.00 seat-to-person ratio (81 work seats for 100 staff). Accordingly, the seats are "shared" on an as-needed basis. The pilot analysis revealed that the unassigned seating aspect was generally adopted quickly and with relatively little difficulty. In addition, participants grew accustomed to setting up and clearing their workspace at the beginning and end of each work day. Some occupants expressed a clear preference for an assigned seat, as they could personalize their space and this arrangement afforded them privacy by default. Overall, however, it has been concluded that unassigned seating could be rolled out to much of the United Nations Headquarters population.

36. In the light of the above, and given that seat sharing is an integral element of a flexible workplace programme, a seat-sharing ratio of less than 1 to 1 can be implemented.

Typical workspace size

37. Typical individual workspaces in the pilot were relatively small because they were intended to support the predominant tasks taking place at the individual workspace, such as computer-based work and talking on the telephone. These two were the most frequently observed activities in occupied work seats during the activity analysis. Each department has a different mix of requirements. Workspace would therefore need to be adjusted during implementation to reflect those requirements.

Density (number of seats in the pilot space)

38. With the new seat-to-person ratio, the number of occupants on the floor increased from its original configuration. During the planning for the pilot, this aspect was one of the most often cited concerns from the participants. After they moved into the reconfigured space, however, occupants said that the space never felt crowded. Nevertheless, there were complaints regarding the noise from conversations in the open area. It was determined by staff that this matter would need to be dealt with as part of the flexible workplace etiquette, which would be addressed within the Division.

Space types

39. Of the various space types available in the pilot area, participants indicated that they would like more focus booths, but that the acoustics in the booths should be improved. The lounges were well regarded but sporadically occupied. This suggests that lounges should be included on the floors but with a smaller footprint. The library was reported as being used as an enclosed collaborative space, but rarely as a library. Staff also expressed the need to have more storage space for bulkier personal items such as a change of clothes, umbrellas, boots, large jackets and other outerwear.

Technology

40. With a personal information technology package (laptop and smart phone), communal audiovisual facilities and an increased number of network access points in the lounge areas, participants have the flexibility to work anywhere on the floor. After an adjustment period, participating staff from the Division gained a good command of using personal and team information technology equipment. Participants expressed support for the mobility that laptop computers afforded them in choosing where to work.

41. Officials from other offices and departments in New York and visiting officials from other duty stations, having seen the pilot and talked with participants, have expressed considerable interest in implementing a flexible workplace programme in their locations. Their interest often stems from a desire to embrace modern, more effective ways of working. Furthermore, many offices and duty stations are faced with space challenges, such as demand-driven surge staffing when, for example, they are called upon to accommodate ad hoc teams dealing with specific crises. Flexible workplace often offers ways to address such challenges without having to seek additional space.

E. Space efficiency as demonstrated by the pilot

42. The space on the 18th and 19th floors of the Secretariat that is being used for the pilot had 84 work seats (72 assigned spaces and 12 touchdown spaces) before the pilot. Through reconfiguration, 21 work seats were added to the same space, for a new total seat count of 105. The flexible workplace concept takes into consideration the number of staff absentees, staff who are traveling or in training, posts under recruitment, staff in meetings at any given time and transient occupants, such as interns and consultants. The pilot has shown that 128 staff can operate comfortably in a space with 105 work seats. In addition to the space efficiency

gained on the 18th and 19th floors, which is illustrated in table 3 below, 15 work seats in DC-1 can now be assigned to other departments.

Table 3
Space efficiency gained during the pilot

Design	*Work seats*	*Capacity*	*Space efficiency gained (percentage)*
Original[a]	84	84	–
After flexible workplace reconfiguration[b]	105	105	25
After application of the new seat-sharing ratio	105	128	52

[a] Cubicle, office and touchdown space.
[b] Work seats.

IV. Business case findings and conclusions

A. Findings of the pilot programme, study and survey

43. Though implemented in a small area, findings from the pilot and the study answered fundamental questions regarding the applicability of flexible workplace strategies to United Nations Headquarters. the key conclusions from the pilot programme as well as the study are as follows:

(a) The pilot study was largely successful. Early feedback indicates that with some modifications, such as planning for more and improved individual quiet spaces for this specific group, a flexible workplace at United Nations Headquarters can be successful;

(b) By providing staff with workplace choice, flexibility and more access to natural light, a flexible workplace programme can improve the overall quality of the workplace experience at the United Nations;

(c) The United Nations, at least at Headquarters, can avoid significant long-term commercial real estate lease requirements through space efficiencies gained by implementing a flexible workplace programme. However, an up-front investment is required;

(d) In net terms, the one-time implementation and recurrent operating costs of flexible workplace strategies are modest relative to the long-term savings from the real estate that flexible workplace arrangements would enable the United Nations Headquarters to vacate;

(e) The existing technology infrastructure provides a solid foundation for implementing a flexible workplace when augmented by both ongoing technology initiatives, such as Umoja and the Unite Connections suite, which provide platforms for collaboration accessible over the local area network and the Internet, and new strategic investments enabling individual workplace mobility, such as laptops and mobile phones;

(f) Successful flexible workplace implementation is dependent upon a cultural change that embraces new ways of working, managing and planning. Among the required changes is a shift away from space allocation based on hierarchy towards an approach which takes into account functional requirements;

(g) Readiness for the changes necessary to implement flexible working varies widely from person to person and across departments, offices and divisions. While this is common, it highlights the need to implement a comprehensive engagement and change management programme.

B. Qualitative benefits of a flexible workplace

44. By enabling smarter ways of working, a flexible workplace can have significant benefits for individuals and for the Organization as a whole. Benefits to the individual include having more choice about where and how to work. Increased trust and empowerment from managers will have a positive impact on staff motivation and morale. A flexible workplace environment fosters collaboration and interaction with colleagues and reduces frustration about the barriers that hinder effective working.[1] A vibrant, energetic working environment can enhance job satisfaction and enjoyment of the workplace.

45. Flexible working can enable the United Nations to increase connectivity and collaboration across the Organization regardless of location. Other benefits identified by organizations that have implemented a flexible workplace include more effective knowledge and information sharing among staff, better organizational resilience, reduced absenteeism, improved retention of staff, enhancement of the reputation of the Organization and improved ability to attract high-calibre recruits.

C. Quantitative benefits of flexible workplace

46. Improved space efficiency from a flexible workplace translates directly into savings on real estate and improved environmental sustainability. There is potentially a modest offset resulting from increased utilities and cleaning costs, as spaces that are utilized for a greater proportion of the working day would consume marginally more utilities and could require more frequent cleaning. It should be noted, however, that feedback from cleaning staff during the Secretariat pilot indicated that flexible workspaces were easier to clean, as staff have to clear away all files and possessions when they vacate a workspace. In comparison with flexible workplace initiatives at other organizations, the proposed implementation at United Nations Headquarters is not expected to result in significant increases in operating costs.

[1] In the survey described in paragraphs 21 and 22, staff expressed frustration with the physical separations created by the allocation of space on a hierarchical basis, which results in social separation and hinders collaboration.

D. Comparison of project costs for proposed implementation at Headquarters and anticipated reduction in long-term commercial rental costs

47. The total estimated project cost for the implementation of flexible workplace strategies at United Nations Headquarters proposed in the present report, as explained in paragraphs 68 to 78, is $49.6 million (see table 8 and annex I for details). It is anticipated that the implementation of such strategies would result in a reduction of 18 per cent in the overall office space portfolio at United Nations Headquarters. The total estimated project costs can be compared to an estimated reduction of 18.1 million in 2018 and $19.8 million in annual commercial lease rental costs from 2018[2] onwards, once the Secretariat relinquishes the leases for three commercial buildings it currently occupies in New York. The three buildings in question are the Daily News Building, the Albano Building and the Court Square Building. The leases for these buildings will expire in 2017 and early 2018. With the successful implementation of flexible workplace strategies, the Secretariat will not renew the leases. Following the implementation of the flexible workplace strategies, the number of staff in off-campus leased space would still justify the proposed long-term accommodation options under consideration (see A/68/734).

48. Details of the anticipated annual lease and operating costs for 2016 and the lease expiry dates for each of the three buildings to be vacated are shown in the table 4.

Table 4
Lease costs, operating costs and lease expiry dates
(Thousands of United States dollars)

Building	*Annual lease cost (2016)*	*Annual operational costs (2016)*	*Total annual cost (2016)*[a]	*Lease expiry dates*
Daily News Building	2 947.8	366.2	3 314.0	April 2017
Albano Building	10 099.7	1 962.7	12 062.4	January 2018
Court Square Building	3 439.9	970.8	4 410.7	February 2018
Total	**16 487.4**	**3 299.7**	**19 787.1**	

[a] On a pro-rata basis of the 2016 annual costs shown above, the cost for the Albano Building and the Court Square Building for January and February 2018 is $1.7 million.

49. The full cost of the project would be offset by the reduction in rent and maintenance by 2020. Thereafter, an annual rent and maintenance reduction of $19.8 million would be achieved.

[2] The estimated reduction in annual commercial lease rental costs for 2018 amounts to $18.1 million, which reflects the costs for the Albano and Court Square Buildings, which will continue to be occupied in January and February of that year ($19.8 million less $1.7 million).

V. Strategy and support for a flexible workplace programme

50. A well-defined and successful flexible workplace programme at United Nations Headquarters will involve modernization of working practices to take a coherent and integrated approach to staff management, technology and workspace and provision of appropriate support through staff engagement, training and leadership. In order to meet organizational aims of giving employees greater choice over how and where they work, the flexible workplace programme needs to be aligned to the specific organizational requirements and culture. This often requires new behaviours and skills and involves different expectations about how work is done.

A. Human resources management support system

51. As noted previously, the implementation of a flexible workplace involves much more than altering the physical space in the office. It requires a more modern and proactive approach to human resources management.

52. Ongoing communications with staff are needed in order to assess and enhance staff morale, well-being and satisfaction with the physical workplace. The United Nations should publicize its flexible working practices and include technology orientation in its recruitment programme.

53. The existing flexible working arrangements policy (see ST/SGB/2003/4) offers participating staff options to adjust their work schedule and location, with the express goal of improving the balance between the professional and personal lives of the staff of the Secretariat. A flexible working programme and flexible working arrangements are not dependent on each other but should be strategically coordinated for maximum, complementary benefit.

B. Information technology support, personal and corporate strategy

54. A key component of flexible working is the level of ease with which staff can move through the new office environment. The upgrading of technology and its integration into the flexible workplace programme is essential to achieving the desired flexibility and a high-quality work environment.

55. A detailed assessment of the current United Nations information and communications technology system reveals that the Organization has a strong foundation to deliver a meaningful change to the workplace. The following steps are necessary for the Secretariat to move towards a flexible workplace:

(a) Provide users with access to the most up-to-date versions of current Mobile Office applications;

(b) Deploy a secure corporate Wi-Fi network;

(c) Promote and adopt Office of Information and Communications Technology Unite services, including Unite Docs, Unite Connections and Unite Drive, across all departments to allow mobile and remote accessibility to all business critical documentation;

(d) Standardize audio and video equipment and services in the meeting room suites to allow for consistent user experience across the campus;

(e) Ensure the required level of information technology security necessary for flexible working. Activities to be undertaken include work on the intrusion detection system and strengthening monitoring of malware and other technology attacks.

C. Communications approach

56. The success of flexible workplace strategies is most closely linked to the ability of the Organization to shift its culture in support of new ways of working. Such cultural shifts involve every organizational level and are challenging to initiate and influence, but they are absolutely essential to successful implementation of a flexible workplace programme.

57. At this stage, many of the changes required for a flexible workplace to succeed have been determined. The driving factors and stakeholders have also been identified.

D. Space planning and reconfiguration

58. Through a series of interviews, staff engagement, observation of current work space and analysis of survey results, six main space types have been identified for Headquarters. Each of the six space types comprise specific furniture and components. The proposed new space types are set out in table 5 below.

Table 5
Proposed new space types

Space type: enclosed focus **Components: offices, focus rooms/phone rooms** Interviews and analysis of activity indicate that when United Nations staff are at their work seats, they spend most of their time on concentrated individual tasks. Enclosed focus space is enclosed and isolated space where staff can go to perform tasks that require concentration. Proposed space standards for the flexible working environment include an increased amount of enclosed focus space equipped with the proper technology and tools.
Space type: open focus **Components: integrated mobile desk, touchdown desk** Open focus space makes up the majority of the space in the proposed flexible working floor plan. There are two components that make up open focus space: unassigned integrated desks and temporary-use touchdown desks. The difference between these two components is the amount of time each desk is to be used. A touchdown should only be used for a short period of time, while the integrated desk can be used for an entire day. Low panels and close proximity to storage and to enclosed focus space are necessary for open focus space to be successful.

Space type: enclosed collaboration
Components: meeting rooms, team rooms

Enclosed collaboration space is used by teams. It is enclosed and equipped with tools to enable collaborative interaction, including monitors and videoconferencing, and voiceconferencing technology.

In the flexible working floor plan, the two components that make up enclosed collaboration spaces are meeting rooms and team rooms. Meetings rooms are more formal and typically have more powerful technology tools. Team rooms are more informal meeting spaces typically used for small internal collaboration work and can feature more comfortable furniture options, such as lounge seating.

Space type: open collaboration
Components: Open teaming areas and work cafe spaces

Open collaboration spaces are considered to be less formal spaces for employees to meet quickly for projects or occasional socializing. In the current United Nations workplace, open collaboration is the space type most lacking across all buildings. The proposed open collaboration space components include open teaming and work cafe spaces.

Open teaming areas have the necessary furniture to support an informal meeting, including a work surface and multiple seats. The work cafe features more comfortable seating, but can still be used for work.

Space type: enclosed resource
Components: print/copy room, file/storage room

Enclosed resource spaces are enclosed and accommodate work tools and resources. Currently, the United Nations has sufficient enclosed resources. These spaces would continue being used in a flexible working floor plan.

The components include print/copy rooms and file/storage rooms. The print/copy rooms would be designed to fully meet the printing and copying needs of the employees, with proper storage, machinery and recycling/disposal services. The file/storage rooms contain the storage furniture to accommodate the files and specific needs of each department. Storage rooms are particularly important as a place for staff to store their personal belongings when they no longer have permanently assigned desks.

Space type: open resources
Space type components: pantry, open filing/storage

Open resources are especially important in a flexible workplace floor plan because resources have been made communal.

The components include a pantry and open filing/storage. Under the proposed flexible working plan, a clear open resources strategy will allow staff quick and convenient access to lockers/personal storage near their workspaces. Pantry facilities are placed near open collaboration space to allow staff interaction and socializing.

59. Flexible workplace solutions would be customized to operational requirements within each department, resulting in unique combinations of the proposed new space types for each planning profile.

VI. Integration of a flexible workplace with other initiatives

A. Umoja

60. The alignment of a flexible workplace with Umoja was described in the report of the Secretary-General on implementation of a flexible workplace at United Nations Headquarters (A/68/387 para. 41). It was noted that the concept of flexible workplace strategies aligned closely with other transformative initiatives currently under way in the United Nations, foremost among them the efforts to create a more mobile workforce and the deployment of Umoja. Umoja transcends organizational, geographical and functional barriers, fostering a culture of transparency, accountability, empowerment, sharing and unity across the United Nations. Umoja will allow transactions to be performed with a high degree of consistency, quality, security and control by authorized staff at United Nations locations across the world. As staff will be able to draw on the common enterprise resource planning platform and execute many workflows in a harmonized and location-independent manner, the deployment of Umoja will be conducive to flexible working. While both programmes are seen as complementary, they do not depend on one other. The roll-out of Umoja is not a pre-requisite for a flexible workplace, nor is a flexible workplace required for the roll-out of Umoja.

B. Strategic heritage plan

61. A dedicated project manager from the strategic heritage plan team participated in the interdisciplinary working group as the pilot was being developed and implemented on the 18th and 19th floors of the Secretariat Building. As part of the implementation plan, the strategic heritage plan team will consider how various flexible workplace strategies may be applied at the United Nations Office at Geneva. A more efficient use of existing office space would allow for additional United Nations staff currently located in Geneva to be accommodated in the Palais des Nations.

C. Sustainability

62. Since 2008, and in line with the strategy for a climate-neutral United Nations, the Secretariat has been part of an inter-agency network to promote environmentally sustainable management of United Nations workplaces worldwide. At the United Nations Conference on Sustainable Development, Member States called on the United Nations system to improve the management of its facilities and operations by taking into account sustainable development practices, building on existing efforts and promoting cost-effectiveness (see General Assembly resolution 66/288, annex, para. 96). The flexible workplace programme would form part of the response to that call.

D. Organizational resilience management system

63. Mobile work, as envisaged as part of the flexible workplace, would form part of the structured maintenance, exercise and review regime of the organizational resilience management system, supporting efforts to further strengthen business continuity and disaster recovery capabilities. As outlined in the report of the Secretary-General entitled "Organizational resilience management system: emergency management framework" (A/67/266), telecommuting and the ability to remotely execute critical functions are key capacities necessary for Secretariat staff to effectively respond to emergencies and are therefore essential for the implementation of the organizational resilience management system.

VII. Implementation plan for flexible workplace at Headquarters

64. An analysis of the projected space efficiencies that the implementation of a flexible workplace at Headquarters would achieve is shown in table 6. It is estimated that 800 additional staff could be accommodated in the Secretariat Building and 150 additional staff in the FF Building.

Table 6
Projected space efficiency gains

Building	*Design*	*Work seats*	*Capacity*	*Space efficiency gain (percentage)*
Secretariat Building (26 floors, including 206 touchdown spaces)	Original	2 459	2 459	–
	After flexible workplace reconfiguration	2 607	2 607	6
	After application of the new seat-sharing ratio (0.8:1)	2 607	3 259	33
FF Building (8 floors)	Original	558	558	–
	After flexible workplace reconfiguration	566	566	1.4
	After application of the new seat-sharing ratio (0.8:1)	566	708	27

65. After detailed consideration of the current United Nations Headquarters real estate portfolio and the space efficiencies that can be achieved through implementation of a flexible workplace, it has been determined that it would be a desirable and achievable objective to vacate the Albano, Daily News and Court Square Buildings by the time their current leases expire. The lease expiry dates for those buildings are shown in table 7.

Table 7
Lease expiry dates

Building	*Lease expiry date*
Albano Building	January 2018
Court Square Building	February 2018
Daily News Building	April 2017

66. The proposed implementation plan involves the conversion of 26 floors of the Secretariat Building and 8 floors of the FF Building to a flexible workplace configuration. If the General Assembly approves the proposed implementation plan, preliminary planning and preparatory work would begin in April 2015. Construction work in the Secretariat Building to convert floors to flexible workplace configurations would start in September 2015, with projected completion in late 2017. The conversion of the 26 floors of the Secretariat Building would create additional capacity for approximately 800 staff. The FF Building would then be converted to a flexible workplace configuration, creating additional capacity for approximately 150 staff. It is projected that the construction work on the FF Building would be completed in February 2018. The additional capacity would allow the Daily News and Court Square Buildings to be vacated when the leases end in April 2017 and February 2018, respectively. The newly converted FF Building would be able to receive all staff from the Albano Building when its lease terminates in February 2018. As for the renovation of the Secretariat Building, even though additional space capacity will be created, construction of internal swing space is necessary to accommodate the staff moves required for the implementation plan, as follows:

(a) **Fit-out swing space as a flexible workplace (April 2015 to August 2015).** Before the Secretariat Building can be converted into a flexible workplace, the Secretariat Building basements would need to be converted into a swing space area;

(b) **Reconfigure Secretariat Building into a flexible workplace (September 2015 to August 2017).** During the first year of the Secretariat reconfiguration, through flexible workplace renovations, an initial additional capacity for approximately 300 staff will be created in the Secretariat Building. Full reconfiguration of the 26 floors in the Secretariat Building, resulting in additional capacity for 800 staff, is estimated to be completed by August 2017;

(c) **Vacate Daily News and FF Buildings (September 2016 to August 2017).** As additional space is created in the Secretariat Building, staff from other buildings (DC-1, DC-2, Innovation, FF and Daily News) would occupy this new space on their assigned floors in the Secretariat Building. Simultaneously, staff from the FF Building would move into other buildings (Secretariat, DC-1, DC-2, and Innovation) to make room for renovations. The Daily News Building would be vacated by the lease expiry date (April 2017);

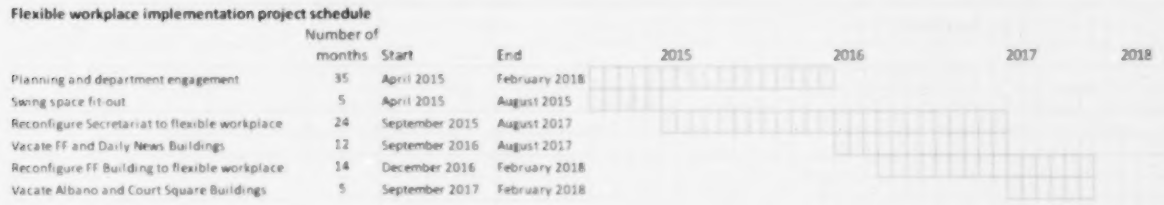
(d) **Reconfigure the FF Building into a flexible workplace (December 2016 to February 2018).** By the end of 2016, the FF Building would be fully vacated and would be renovated with flexible workplace configurations. The expected time to complete the reconfiguration is 14 months;

(e) **Vacate Albano and Court Square Buildings (September 2016 to August 2017).** As part of the FF Building is reconfigured and space becomes available, half of the staff from the Albano Building would move into the renovated space while the remaining staff would move temporarily into swing space in the Secretariat and other buildings where pockets of space have been vacated prior to the termination of the Albano Building lease (January 2018). When the remainder of the floors in the FF Building have been reconfigured, the staff in swing space would move into the renovated building. Similarly, staff in the Court Square Building

would be able to vacate prior to the building's lease expiry (February 2018) into available space in other buildings.

67. An overview of the project schedule is set out in figure 2.

Figure 2
Project schedule



VIII. Estimated project cost for implementation of a flexible workplace at Headquarters

68. The estimated project costs of implementing a flexible workplace at Headquarters is summarized by activity in table 8. A detailed year-by-year breakdown of the estimated cost is provided in annex I.

Table 8
Estimated project cost by activity
(Thousands of United States dollars)

Project activity	*Estimated cost 2015-2018*
Planning and design services	500.0
Secretariat Building reconfiguration/renovation	31 366.8
FF Building reconfiguration/renovation	13 335.7
Swing space	2 305.9
Additional moves	715.0
Subtotal, flexible workplace reconfiguration/implementation	**48 223.4**
Subtotal, project supervision and management	**1 375.2**
Total	**49 598.6**

69. The proposed implementation of a flexible workplace at Headquarters would cost an estimated $49,598,600, comprising planning and design services ($500,000) Secretariat Building reconfiguration costs ($31,366,800), FF Building reconfiguration costs ($13,335,700), the initial swing space fit-out and operation cost ($2,305,900), the cost of additional staff moves to off-campus buildings (outside the flexible workplace scope) ($715,000) and the cost of the project team ($1,375,200), as detailed below.

Phase planning ($500,000)

70. An initial $500,000 for consultant fees for the detailed planning and design phase are required at the beginning of the project to develop a tailored implementation approach that meets the specific needs of individual departments and offices.

Estimated Secretariat Building reconfiguration and implementation costs ($31,366,800)

71. The total cost of reconfiguration for these buildings is based on an estimated unit cost per square foot/metre, which was calculated for the Secretariat and FF Buildings inclusive of programming, construction and personal and corporate information and communications technology solutions, as detailed below. The estimated cost of the reconfiguration of the Secretariat Building is $24,497,600, based on estimated costs of $64.32 per square foot ($692 per square metre) for 380,869 square feet (35,384 square metres). This cost assumes mainly light construction and furniture solutions. The cost of construction ($35 per square foot or $377 per square metre) would primarily include new gypsum board walls and possibly glass office fronts. Considering the recent renovation of the Secretariat, this cost assumes no mechanical, plumbing, electrical or demolition work. The estimate includes a small amount of millwork, carpeting (for additional rooms), paint, hardware and fabric panels. The furniture cost is estimated at $24 per square foot ($258 per square metre), including allowance for audiovisual equipment. The soft cost fee ($5.32 per square foot or $57 per square metre) includes permits, building charges and the construction and design team fee.

72. The estimated Secretariat Building implementation costs of $6,869,200 would cover the cabling set-up, docking station and double monitors, as well as other technology costs, including laptops, mobile devices and accessories ($5,859,200). It also includes $1,010,000 for the internal swing space movements of staff already in the Secretariat Building.

Estimated FF Building reconfiguration and implementation costs ($13,335,700)

73. The estimated FF Building reconfiguration costs amount to $11,957,100, based on estimated cost of $168.47 per square foot ($1,814 per square metre) for 70,975 square feet (6,594 square metres). This cost assumes full construction and furniture renovation for the FF Building, as it is an older building. The existing building will require a large amount of demolition for offices along the perimeter and additional pantries. There is assumed cost for mechanical, electrical, sprinkler, and plumbing work, though it is unclear to what extent this will be necessary. The construction cost ($100 per square foot, or $1,076 per square metre) assumes provisions for millwork, carpeting, tile and window treatments. The furniture cost ($30 per square foot, or $323 per square metre) assumes all new furniture solutions, with consideration of possible reuse of furniture from the Secretariat Building. The soft cost fee ($18.47 per square foot, or $199 per square metre) represents the construction/design team fee and any additional specialty construction, including mechanical, electrical, structural, audiovisual, kitchen and lighting work.

74. The estimated FF Building implementation costs of $1,378,600 would cover the cabling set-up, docking station and double monitors, as well as other technology costs, including laptops, mobile devices and accessories.

Swing space ($2,305,900)

75. The initial fit-out of 20,000 square feet (1,858 square metres) in the basement of the Secretariat Building would be done at the beginning of the project and would have a cost per square foot of $64.32, for a total cost of $1,287,000. In addition, $1,018,900 is required for maintaining, cleaning and ensuring operations of this space during the three years of the project.

Additional staff moves ($715,000)

76. As departments are consolidated in the newly renovated buildings, some staff would be required to move to swing space within existing buildings that are outside of the flexible workplace scope. The total estimated cost for those additional moves is $715,000.

Project management team ($1,375,200)

77. Estimated resources of $1,375,200 would be required for a project management team during the implementation of the flexible workplace project for the period from April 2015 to February 2018, comprised of one P-5 Project Manager, one P-4 Design and Construction Manager and one General Service (Other level) staff member. Further details on the project team are provided below.

IX. Proposed funding for the project

A. Funding approach

78. As described in section VIII and reflected in annex I, the proposed implementation of a flexible workplace at United Nations Headquarters will require resources in the amount of $49.6 million over three years. During this period, as described in paragraphs 47 to 49 and illustrated in table 4, the Secretary-General intends to relinquish leases as they expire on three commercial properties. There would be an opportunity to apply future savings in rental costs (after the renovation has been completed) to fund the project, although this presents a cash-flow timing issue.

79. At this stage, the Secretary-General requests approval of the proposed scope of the flexible workplace project at United Nations Headquarters and commitment authority for 2015 costs and authority to use the Working Capital Fund and the Special Account established by the General Assembly in its resolution 3049 A (XXVII) in the amount of $5.8 million (see sect. IX.B below) on a cash-flow basis.

80. The Secretary-General intends to present a funding proposal for the overall project costs (i.e. an additional $43.8 million for 2016 to 2018) in his next progress report, to be submitted at the main part of the seventieth session of the General Assembly. The proposal will take into account the future savings in rental costs to fund the project. In this regard, it should be noted that the costs of the project could be recuperated by 2020.

B. Resource requirements for the biennium 2014-2015

81. Resource requirements for the implementation of flexible workplace strategies at United Nations Headquarters as described above for the biennium 2014-2015 would amount to $5,819,000. The estimated cost during 2015 for the proposed implementation of a flexible workplace is summarized in tables 9 and 10. Resource requirements for 2015 include the proposed establishment of three general temporary assistance positions (1 P-5, 1 P-4 and 1 General Service (Other level)), contractual services and furniture and equipment costs.

Table 9
Resource requirements for 2015 by project activity
(Thousands of United States dollars)

Project activity	*Estimated requirements*
Planning and design services	500.0
Secretariat Building reconfiguration/renovation	3 516.4
Swing space	1 422.8
Additional moves	26.2
Project supervision and management	353.6
Total	**5 819.0**

Table 10
Resource requirements for 2015 by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*Estimated requirements*
Other staff costs	353.6
Contractual services	2 599.1
Furniture and equipment	2 866.3
Total	**5 819.0**

Other staff costs ($353,600)

82. Resource requirements of $353,600 would cover the cost of a dedicated project management team through the establishment, effective April 2015, of three positions funded under general temporary assistance. The implementation of flexible workplace strategies would require the temporary addition of dedicated resources to assist the Facilities Management Service in the Office of Central Support Services for the duration of implementation. These would comprise one Project Manager (P-5) to conduct overall planning and change management and to engage with departments to develop the necessary detailed plans and one Design and Construction Manager (P-4) to handle the overall space design and construction works, supported by an Administrative Assistant (General Service (Other level)) to assist with administrative tasks of the project.

Contractual services ($2,599,100)

83. Resource requirements of $2,599,100 would cover project programme planning and design services ($500,000), architectural design services for swing space ($106,500), construction for swing space ($480,200), swing space cleaning and operating costs ($135,900), architectural design services for Secretariat Building space ($226,000), construction for Secretariat Building space ($1,019,600), moves between the Secretariat Building and swing space ($104,700) and moves between off-campus buildings ($26,200).

Furniture and equipment ($2,866,300)

84. Resource requirements of $2,866,300 would cover furniture for swing space ($700,300), furniture for Secretariat Building space ($1,487,000), Secretariat Building information technology workstation equipment ($181,600) and information technology equipment for staff moving back into Secretariat space ($497,400).

X. Implementation of flexible workplace strategies at other duty stations

85. To assist other duty stations in implementing flexible workplace strategies, the expert consultant team was tasked with developing guidance documents regarding how the whole process at United Nations Headquarters was conducted and how it can be repeated. This guidance document is referred to as the kit of parts. In the light of the high proportion of commercially leased space at New York Headquarters and the planning of the strategic heritage plan, the immediate focus has been on implementation at those two locations. The kit of parts guidance will be further developed and refined using lessons learned as New York and Geneva proceed and could be applied to projects being planned at other duty stations as part of the strategic capital review.

XI. Next steps

86. If the proposed implementation plan is approved by the General Assembly, the Secretariat will immediately:

(a) Proceed with detailed planning and preparatory work for the proposed implementation plan;

(b) Commit the resources required for the year 2015, as detailed above;

(c) In parallel with the detailed planning efforts, embark on a comprehensive change management process to engage departments, hear their concerns, educate them on flexible working and refine the implementation plans to the necessary level of detail;

(d) Continue regular engagement with staff representatives and all relevant stakeholders;

(e) Continue to work closely with the United Nations Office at Geneva and other interested duty stations.

87. The outcome of the next steps will be reported to the General Assembly at the main part of its seventieth session as part of the progress report of the Secretary-General.

XII. Recommended actions to be taken by the General Assembly

88. **The General Assembly is requested to:**

(a) **Take note of the progress made since the issuance of the last report on a flexible workplace at United Nations Headquarters;**

(b) **Approve the next steps for the implementation of flexible workplace strategies at the United Nations, as described in section XI of the present report;**

(c) **Approve the proposed scope of the United Nations Headquarters flexible workplace project, as described in section VII of the present report, including its implementation schedule for the period from 2015 to 2018 inclusive;**

(d) **Approve the establishment of three temporary positions (1 P-5, 1 P-4 and 1 General Service (Other level)) with effect from 1 April 2015;**

(e) **Authorize the Secretary-General to enter into commitments up to the amount of $5,819,000 in respect of the project costs through 2015, as set out in table 10 of the report;**

(f) **Authorize the Secretary-General, on an exceptional basis, to make use of the Working Capital Fund and the Special Account established by the General Assembly in its resolution 3049 A (XXVII) to fund the United Nations Headquarters flexible workplace project in the amount of $5,819,000 on a cash-flow basis;**

(g) **Recognize the need to maintain the robust liquidity of the Organization, and request the Secretary-General to keep Member States informed with regard to its liquidity, as appropriate;**

(h) **Request the Secretary-General to submit his next report on flexible workplace strategies at the United Nations to the General Assembly at the main part of its seventieth session and to present the estimated remaining project costs for 2016, 2017 and 2018 and the funding modalities.**

Annex I

Estimated project cost by year for implementation of a flexible workplace at Headquarters

(Thousands of United States dollars)

Project activity	*2015*	*2016*	*2017*	*2018*	*Total*
Planning and design services	500.0	–	–	–	500.0
Secretariat Building reconfiguration/renovation	3 516.4	18 303.8	9 546.6	–	31 366.8
FF Building reconfiguration/renovation	–	591.2	11 704.3	1 040.2	13 335.7
Swing space	1 422.8	407.6	407.6	67.9	2 305.9
Additional moves	26.2	240.8	355.3	92.7	715.0
Subtotal, flexible workplace reconfiguration/implementation	**5 465.4**	**19 543.4**	**22 013.8**	**1 200.8**	**48 223.4**
Subtotal, project supervision and management	**353.6**	**471.5**	**471.5**	**78.6**	**1 375.2**
Total	**5 819.0**	**20 014.9**	**22 485.3**	**1 279.4**	**49 598.6**

Annex II

Fit-out costs (per square foot) for the Secretariat Building and the FF Building

Secretariat Building fit-out costs

(United States dollars)

Activity	*Cost per square foot*
Furniture (includes allowance for audiovisual equipment)	35.00
Light construction	24.00
Architectural woodwork	
Hollow metal hardware	
Architectural metal and glass	
Drywall and carpentry	
Lath and acoustics	
Carpet/vinyl composition tile/base trim	
Paint/wallcovering	
Fabric panels	
Permits	0.50
Building charges	0.50
Soft costs: design, construction consultants fees	4.32
Total, Secretariat Building fit-out cost	**64.32**

FF Building fit-out costs

(United States dollars)

Activity	*Cost per square foot*
Furniture	30.00
Construction	100.00
Demolition	
Concrete/masonry/fireproofing	
Structural steel	
Architectural woodwork	
Hollow metal hardware	
Architectural metal and glass	
Drywall and carpentry	
Lath and acoustics	
Ceramic tile and stone	
Carpet/vinyl composition tile/base trim	
Paint/wallcovering	
Fabric panels	
Appliances	
Window treatments	

Activity	*Cost per square foot*
HVAC	
Plumbing	
Sprinklers	
Light fixtures	
Electric	
Communications cabling	
Graphics/signage	2.00
Audiovisual equipment	9.00
Security	2.00
Planning consultants	5.00
Permits	1.00
Building charges	1.00
Soft costs: design, construction consultants fees	18.47
Total, FF Building fit-out cost	**168.47**